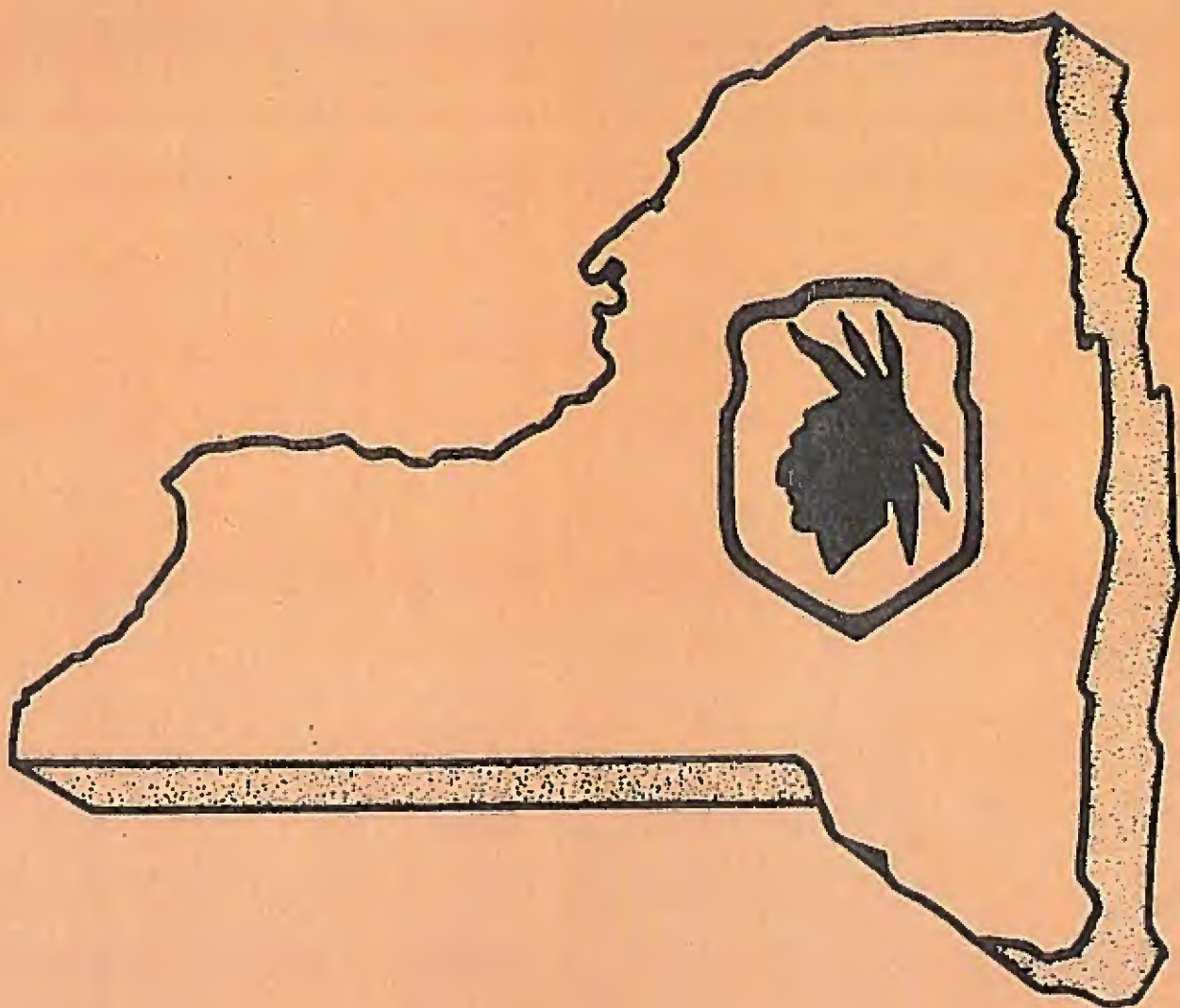


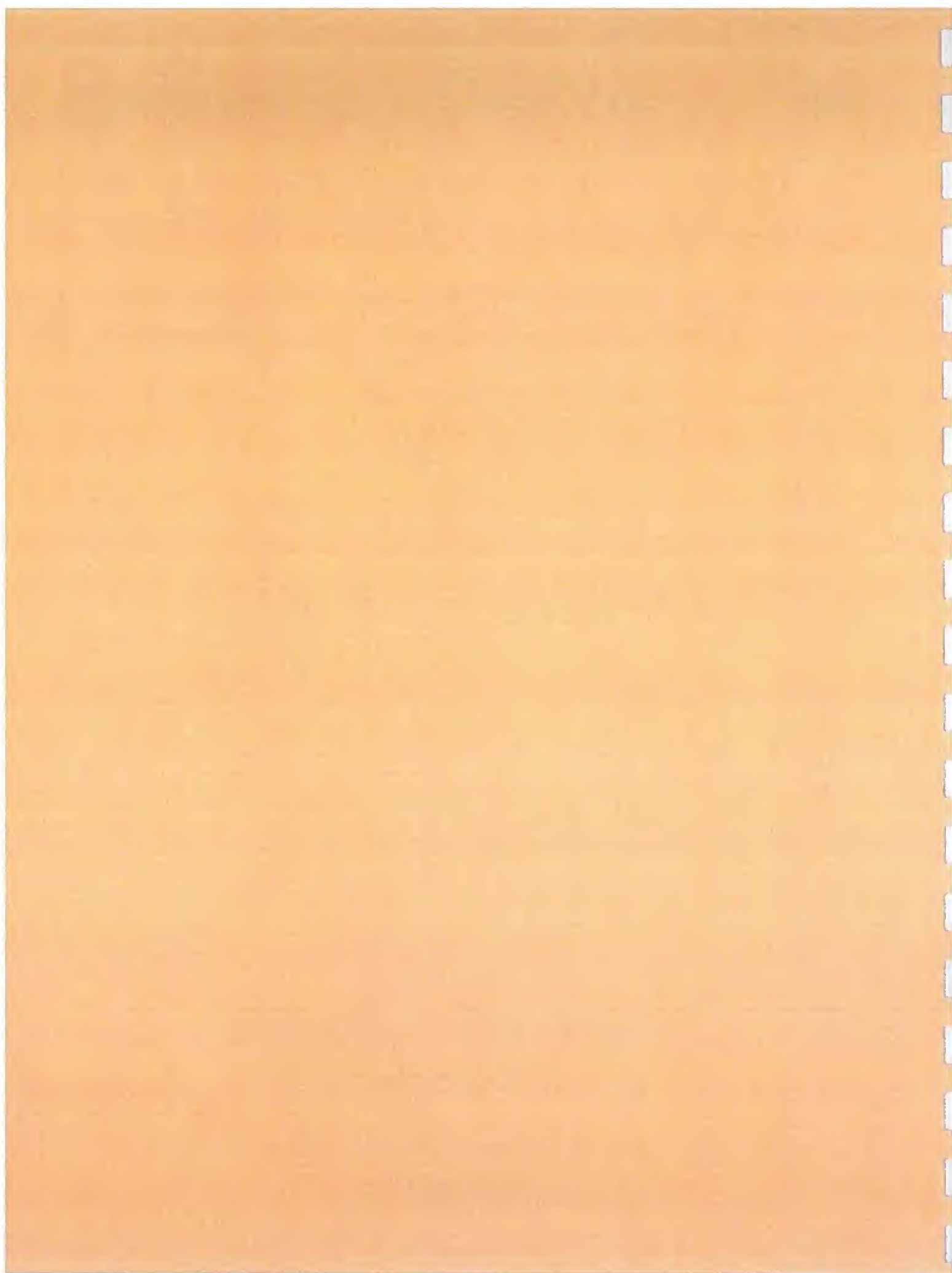
98th

DIVISION (Training)



**COMMANDERS SEMINAR
NOVEMBER 1989**

**BG BARCLAY O. WELLMAN
COMMANDING**





"Our commitment to excellence will be sustained by maintaining a well-trained, disciplined, physically fit force."

The Iroquois Division continues to be a Division that we and the communities we live in can be proud of. You made it that way and the successes of the past year prove it.

Success doesn't just happen. It is worked for and earned. I take this opportunity to thank each of you for your individual, family, and unit efforts that earned and strengthened our reputation.

I also take this opportunity to comment on two related items from the past year. The first is the publication of FM 25-100, Training the Force. This manual is the Army's standardized training doctrine applicable to every unit in our Division. I cite the manual here because it is primarily aimed at battalion equivalent and higher level commanders, their command sergeants major, and staffs - a precise match to the attendees of this conference. The manual emphasizes the fundamental importance of our noncommissioned officers in ensuring that individual soldiers in their units attain the required standards of proficiency through training and in linking the individual's performance with the unit's training plans.

I expect each attendee at this seminar to know, understand, and apply the concepts in FM 25-100 during the next training year.

The second item I mention is the Army's theme for the past year, the non-commissioned officer. The contributions of our noncommissioned officers are certainly nothing new. They have been absolutely essential to the success of the Division and, as FM 25-100 states, they will continue to be so in the future. However, it is entirely appropriate that we focus attention on that fact by designating 1989 as the Year of the Noncommissioned Officer. In that vein, I dedicate this seminar to the noncommissioned officers of the 98th Division in appreciation of their dedication, selflessness, and professionalism.

Barclay D. Wellman
BARCLAY D. WELLMAN
Brigadier General, USAR
Commanding



98th DIVISION (TRAINING)
NEW YORK
Headquarters at Rochester, New York

Iroquois Division

Constituted 23 July, 1918.

Demobilized in November, 1918, at Camp McClellan.

Reconstituted in the Organized Reserves 24 June, 1921.

Organized in November, 1921, at Syracuse, New York.

Ordered into active service 15 September, 1942, at Camp Breckenridge,
Kentucky.

Inactivated 16 February, 1946, at Osaka, Japan.

Activated in the Organized Reserves 19 December, 1946, at Syracuse,
New York.

Redesignated and reorganized Headquarters and Headquarters Company,
98th Division (Training), 1 May, 1959.

CAMPAIGN STREAMERS

World War II

Asiatic-Pacific

without

Inscription



The 98th Division Patch consists of a shield in the shape of The Great Seal of the State of New York, with the head of an Iroquois Indian Chief. The five feathers represent the five original Iroquois nations: the Seneca, Onondaga, Oneida, Cayuga, and the Mohawk. The blue and orange-gold colors are those of the Dutch House of Nassau, the earliest settlers of New York State.

AGENDA

98TH DIVISION COMMANDER'S SEMINAR

3-5 November 1989

Friday, 3 November

1600-2300 Registration
1930-2130 CG, G1, G3, G4, CSSA, and CSM Meetings

Saturday, 4 November

0630-0800 Breakfast/Registration
0800-0845 Opening Session (CG's Welcome, Conference Focus/Selected Awards)
0845-0905 Mini-Keynote #1, G1
0920-1030 Breakout #1
1050-1200 Breakout #2
1200-1320 Lunch
1320-1340 Mini-Keynote #2, G3
1350-1450 Breakout #3
1510-1610 Breakout #4
1620-1720 Breakout #5
1830-2000 Cocktails
1900-2000 Commanding General's Receiving Line
2000-2200 Dinner
2230-0200 Dancing

Sunday, 5 November

0715-0800 Coffee and Danish
0730-0800 Church Call
0800-0820 Mini-Keynote #3, G4
0830-0930 Breakout #6
0940-1040 Breakout #7
1040-1230 Brunch/CG's Brunch with COL Commanders/Late Checkout
1230-1330 Breakout #8
1330-1430 Closing Session/Evaluation/CG's Charge to Participants

CDR's SEMINAR 89

	1BDE	2BDE	3BDE	4BDE	359	1209	TGGP	USARF
G-1	1	2	3	4	5	6	7	8
IM	2	3	4	5	6	7	8	1
G-3	3	4	5	6	7	8	1	2
G-3	4	5	6	7	8	1	2	3
G-4	5	6	7	8	1	2	3	4
RM	6	7	8	1	2	3	4	5
A	7	8	1	2	3	4	5	6
B	8	1	2	3	4	5	6	7

G1: G1+AG+PAO

G3: G3+G2+IG

RM: RM+FE

A: CAPSTONE PLANNING

B: SMO+USARF CMNDTS

LOCATIONS

1BDE---SALON A 359---SENECA FRIDAY NIGHT:
 2BDE---SALON B 1209---CAYUGA ROARING BULL---TREATY
 3BDE---SALON C TGGP---MOHAWK CSSA---COUNCIL
 4BDE---ONONDAGA USARF---ONEIDA CSM---SALON C
 GUEST/SPOUSE PROGRAM---TREATY G1/G3/G4---SENECA/
 CHURCH CALL---SALON D/E (0730 SUN) ONONDAGA/ONEIDA

BREAKOUT TIMETABLE

#1 0920-1030

#2 1050-1200

#3 1350-1450

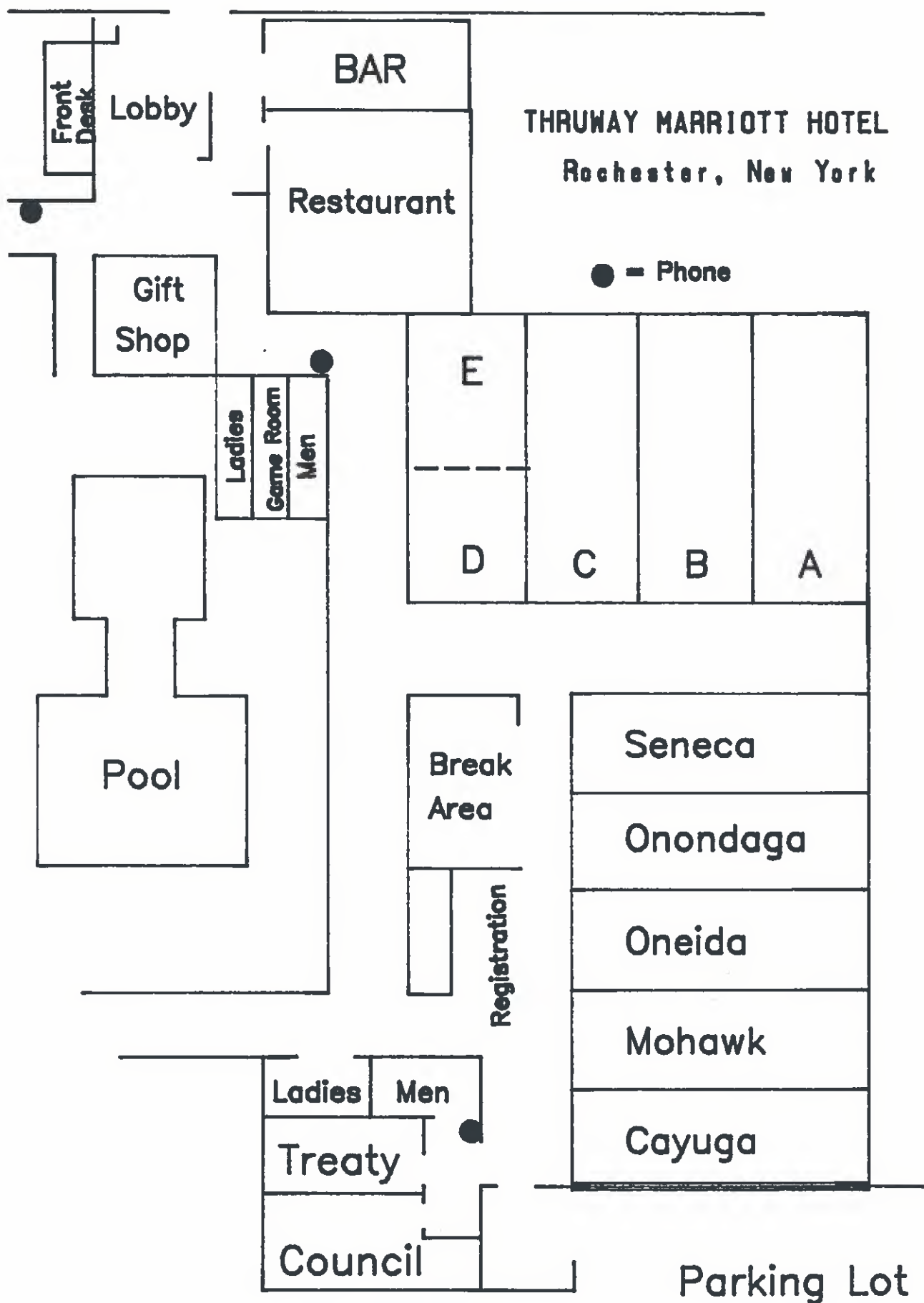
#4 1510-1610

#5 1620-1720

#6 0830-0930

#7 0940-1040

#8 1230-1330



1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

3 - 5 November 1989

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Assistant Chief of Staff, G-4	92 - 102
Assistant Chief of Staff, Resource Management	103 - 109
Assistant Chief of Staff, Information Management	110 - 116
Facilities Engineer	117 - 119

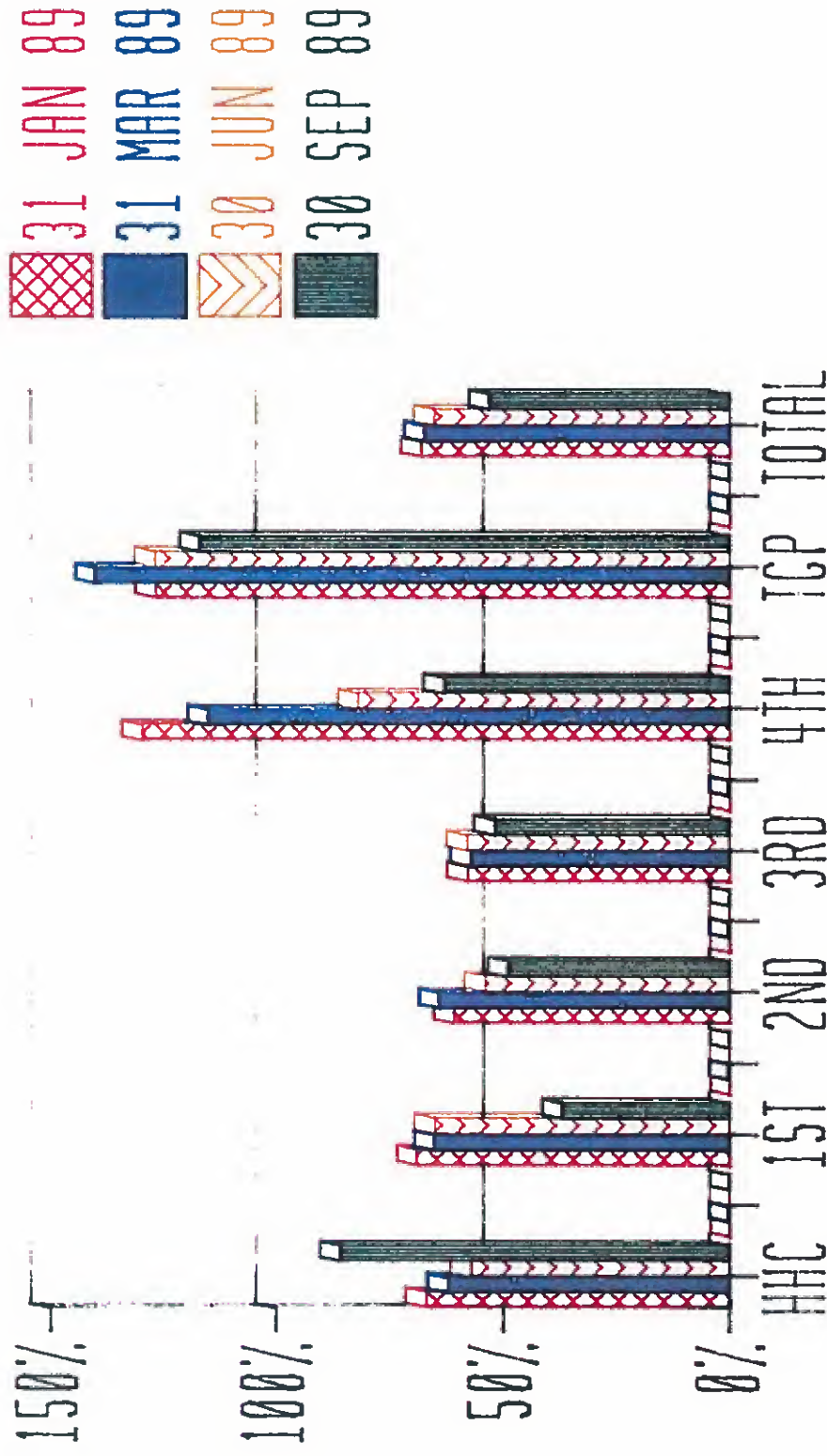
4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FORSCOM U.S. Army Reserve Drill Sergeant/Instructor Status Report

1. The status of USAR Training Division Drill Sergeants/Instructors strength, qualification and utilization continues to be a high visible item at Headquarters, Forces Command (FORSCOM) and the Department of the Army. The Army's senior leadership is increasingly interested in the quantity and quality of soldiers assigned to USAR Drill Sergeant/Instructor positions and in the programs affecting them.
2. The current FORSCOM Form 1010-R, that is utilized to measure the status of Drill Sergeants and Instructors, is dated 1 January 1988. Procedural instructions and definitions of the various data elements are contained on the reverse side of the form. The suspense dates are 5 January 1990, 5 April 1990, 5 July 1990 and 5 October 1990. This report is to be consolidated at MSC level and forwarded as indicated by the suspense date to 98th Division (Training), ATTN: AFKA-GCD-GA.
3. Enclosure 1 highlights the status of Drill Sergeants by MSC assigned. It depicts percent "X" qualified against unit authorization.
4. Point of contact, is MAJ Carl Smith, 716-338-7400, extension 215.

DRILL SERGEANTS QUAL



DS "X" QUAL VS AUTH
SEP 89 DIV REORGANIZED

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Army Weight Control Program

1. The Army Weight Control Program (AWCP) reporting system for the 98th Division (Training) has improved. The following requirements have been made to achieve this:

a. All DA Forms 268 (Suspensions of Favorable Action) are now forwarded directly to the Weight Control Noncommissioned Officer (WCNCO). The WCNCO makes distribution ensuring that the Personnel Management section along with the G-1 have copies of DA Forms 268 on personnel flagged for the AWCP. Enclosure 1 provides AWCP status of divisional units and enclosure 2 provides AWCP status of non divisional units. These figures reflect the unit's current enrollment in the AWCP. The requirement for units to forward 1AA Form 181-R quarterly has been rescinded. Only forward DA Forms 268 on a monthly basis.

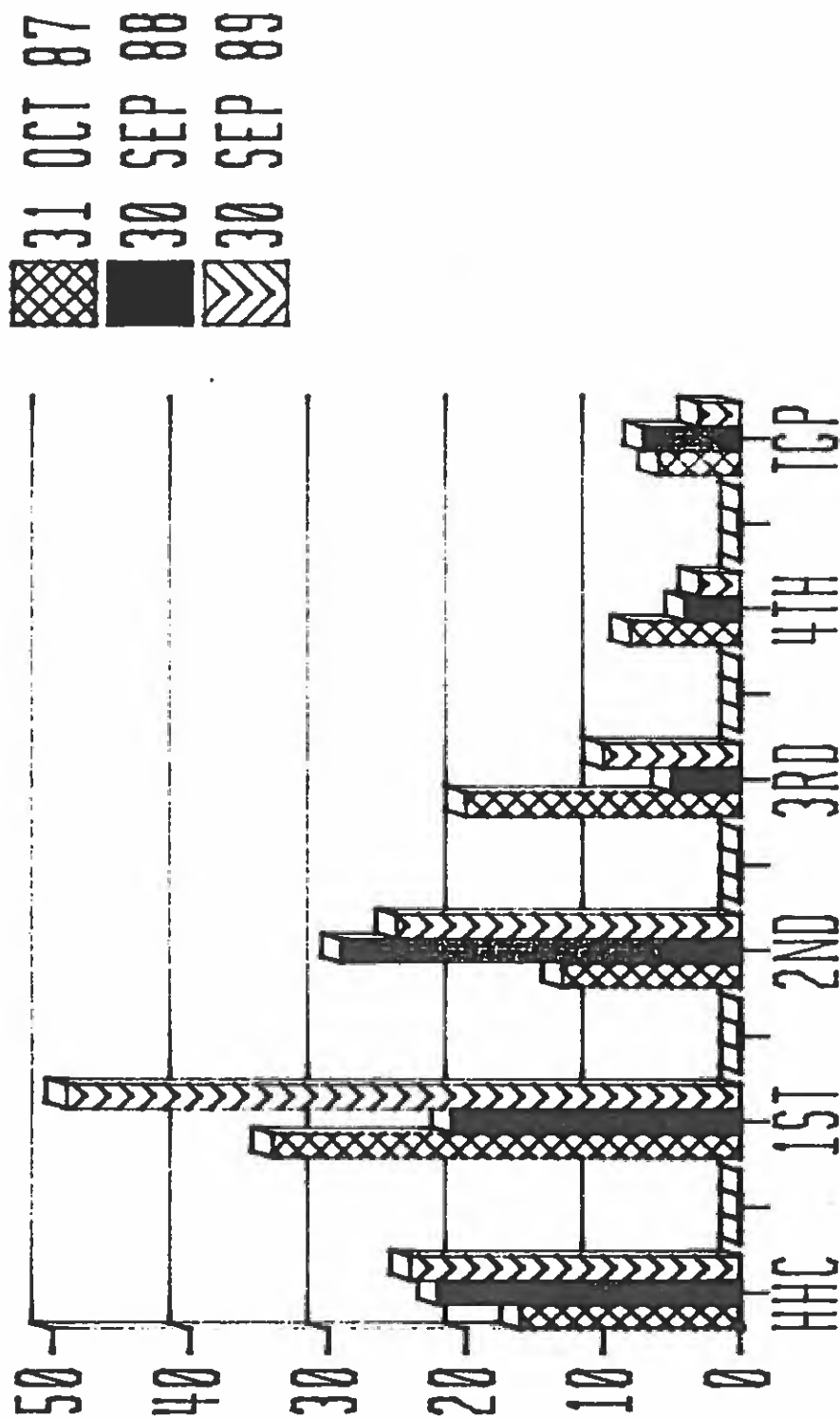
b. A data base of all personnel entering the AWCP has been established. Once personnel are removed from the program, they are still listed in the data base under a different code. If they re-enter the program, the WCNCO notifies the unit that the individual has been on the program previously and allows the unit to take appropriate action depending on the amount of time elapsed since the individual was removed from the program. After an individual has been off the program for three consecutive years, he or she is taken off the data base.

c. A computer listing of personnel on the AWCP by unit is sent every quarter to each MSC. This listing allows the MSC to see who this headquarters has as being enrolled in the AWCP. This listing allows the unit to take corrective action when and if necessary.

2. Point of contact, is MAJ Carl Smith, 716-338-7400, extension 215.

WEIGHT CONTROL PROGRAM

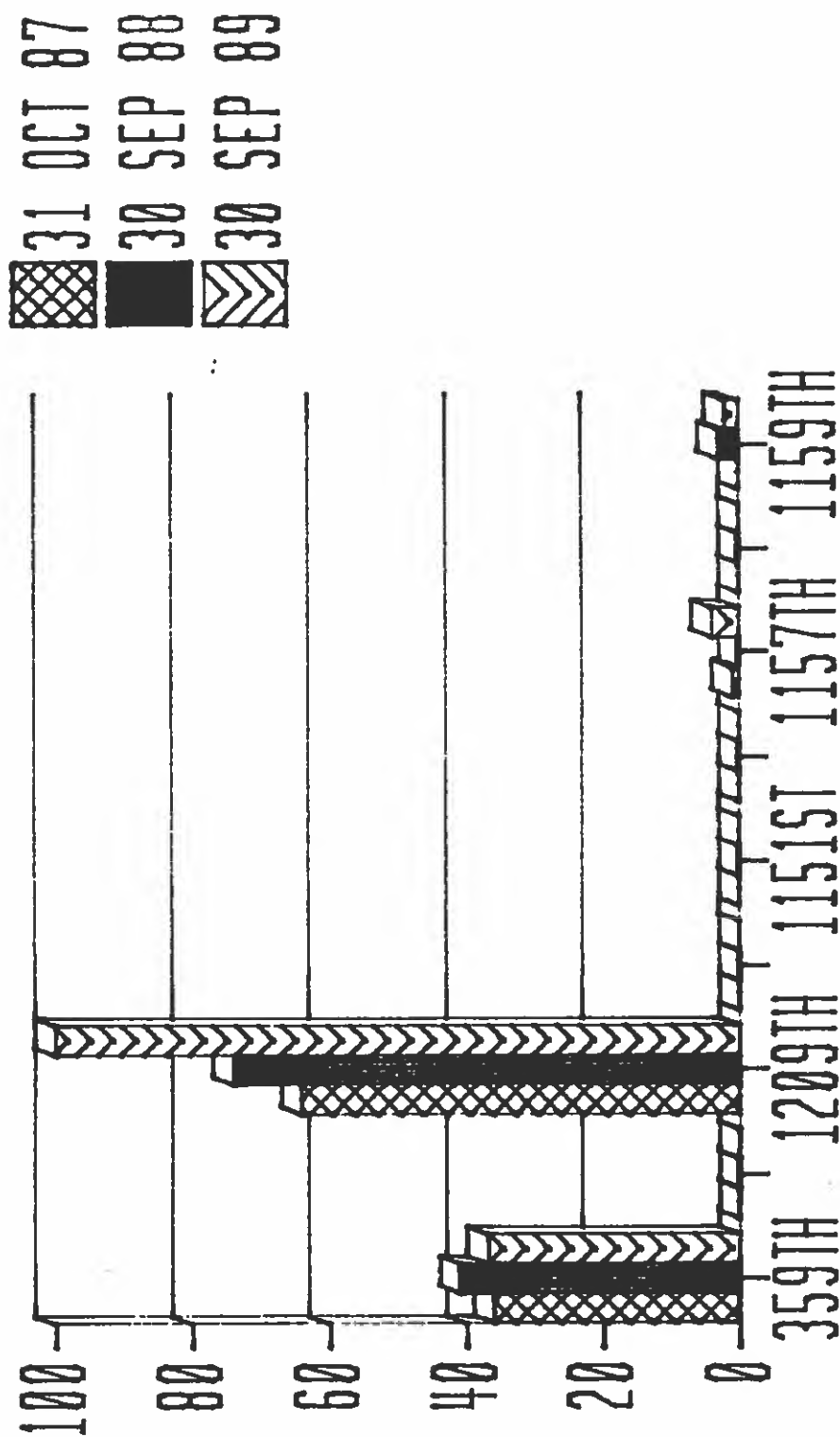
IN PROGRAM



DIVISIONAL UNITS

WEIGHT CONTROL PROGRAM

IN PROGRAM



NONDIVISIONAL UNITS

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: HIV Testing

1. HIV testing will continue indefinitely. Testing will be accomplished each year, during IDT for each unit. The goal is to ensure that each soldier is tested every two years or as current requirement dictates for special assignments.
2. TY 90 HIV schedules are being distributed. Commanders are to ensure the following:
 - a. Number to be tested equates to one half the average drill attendance.
 - b. HIV testing is included on the training schedule and is the top training priority for that drill.
 - c. That the unit POC is available and has no other duties until testing is complete.
 - d. That procedures outlined in the test day IOI provided to the HIV POC are followed.
 - e. That all soldiers are tested at least every other year.
3. The following initiatives are being implemented regarding TY 90 HIV testing:
 - a. The unit will pay from its designated OMAR funds for all tests scheduled but not completed. This is an OCAR effort to eliminate no-shows.
 - b. A spousal notification program is being developed for spouses of soldiers who test positive.
 - c. Soldier education will continue to be part of all HIV testing. All soldiers are to participate in the HIV education each year.
4. Point of contact is Ms. Ruth T. Stewart, 716-338-7400, extension 214.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: SIDPERS/CLAS Trends

1. SIDPERS and CLAS (Center Level Applications System) continue to grow in their importance as personnel management tools. It is important that commanders are aware of the following programs which are directly or indirectly influenced by SIDPERS:

- a. Eligibility for GI Bill benefits.
- b. Officer promotions:
 - Consideration lists are generated by SIDPERS, ARPERCEN.
 - Realization of promotions depend upon completely updated DA Forms 2B and 2C.
- c. NOO-ER submission tracking:
 - SIDPERS data update closes the loop.
- d. Command Assessment Program (CAP):
 - All personnel statistics are generated by SIDPERS, FUSA.
- e. MOS qualification data.
- f. Personnel Accountability Report:
 - An interface between SIDPERS and JUMPS which compares personnel data.
- g. RM2 (Retention Management Matrix):
 - SIDPERS generates from orders loss codes.
- h. Organizational Data Changes:
 - Authorization documents are extracted for input to SIDPERS.
 - SIDPERS generates documents which can be used to correct erroneous organizational data.
- i. Indirect mesh with the Request Vacancy System (RVS).

AFKA-GCD-AG (600)

SUBJECT: SIDPERS/CLAS Trends

2. CLAS is supportive of unit level reports and input to SIDPERS. Currently this is through the increasing use of single source documents. For example, an APFT report, generated from CLAS to satisfy a training management requirement, could be copied and forwarded to the SIDPERS data entry unit.
3. It is anticipated that during FY 90 this command will receive PC SIDPERS and ADARS (Automated Drill Attendance and Reporting System) as peripherals to CLAS. This will greatly reduce the administrative load both in personnel and finance.
4. Point of contact is Mr. Rich Lawson, 716-338-7400, extension 225.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Enlisted Promotions Trends

1. The centralized enlisted promotion system has continued to evolve within the 98th Division (Training). We have now had enough experience to relate some trends and observations which may help soldiers in preparing for promotion.

2. For promotion to E7, E8 or E9 completeness and accuracy of the promotion packet is important. Surveys of promotion board members indicate that they consider the following most important in regard to the promotion packet itself:

- a. Current DA Forms 2-1 and 2A, reviewed by the soldier.
- b. A good, current military photograph.
- c. Missing documents, e.g., evaluation reports, certificates of military and civilian education.

Remember that this is how a soldier 'appears' to the board, and that first impressions tend to be lasting. Also, more soldiers should take advantage of the opportunity to write a 'complete the record' letter to the board explaining recent accomplishments or other attributes not reflected in the packet.

3. Here are some of the most looked at areas by promotion boards:

a. For promotion to E9 the most important consideration among board members is the soldier's breadth of supervisory experience.

b. For promotion to E8 the most important considerations were military and civilian education, recent past performance and experience (EER's/NOO-ER's) and appearance.

c. For promotion to E7 the most important considerations were technical proficiency (SOT scores), physical fitness, appearance, education and recent past evaluation trends.

4. Promotion to E5 and E6 is by an order of merit point system which is detailed by the promotion point worksheet. However, it is important that a soldier request consideration in any or all MOS's which they currently possess. If awarded sufficient points for each MOS, they will be placed on the order of merit list in each MOS. For soldiers with low density primary MOS this greatly increases their chance of promotion.

AFKA-GCD-AG (135)

SUBJECT: Enlisted Promotions Trends

MOS, they will be placed on the order of merit list in each MOS. For soldiers with low density primary MOS this greatly increases their chance of promotion.

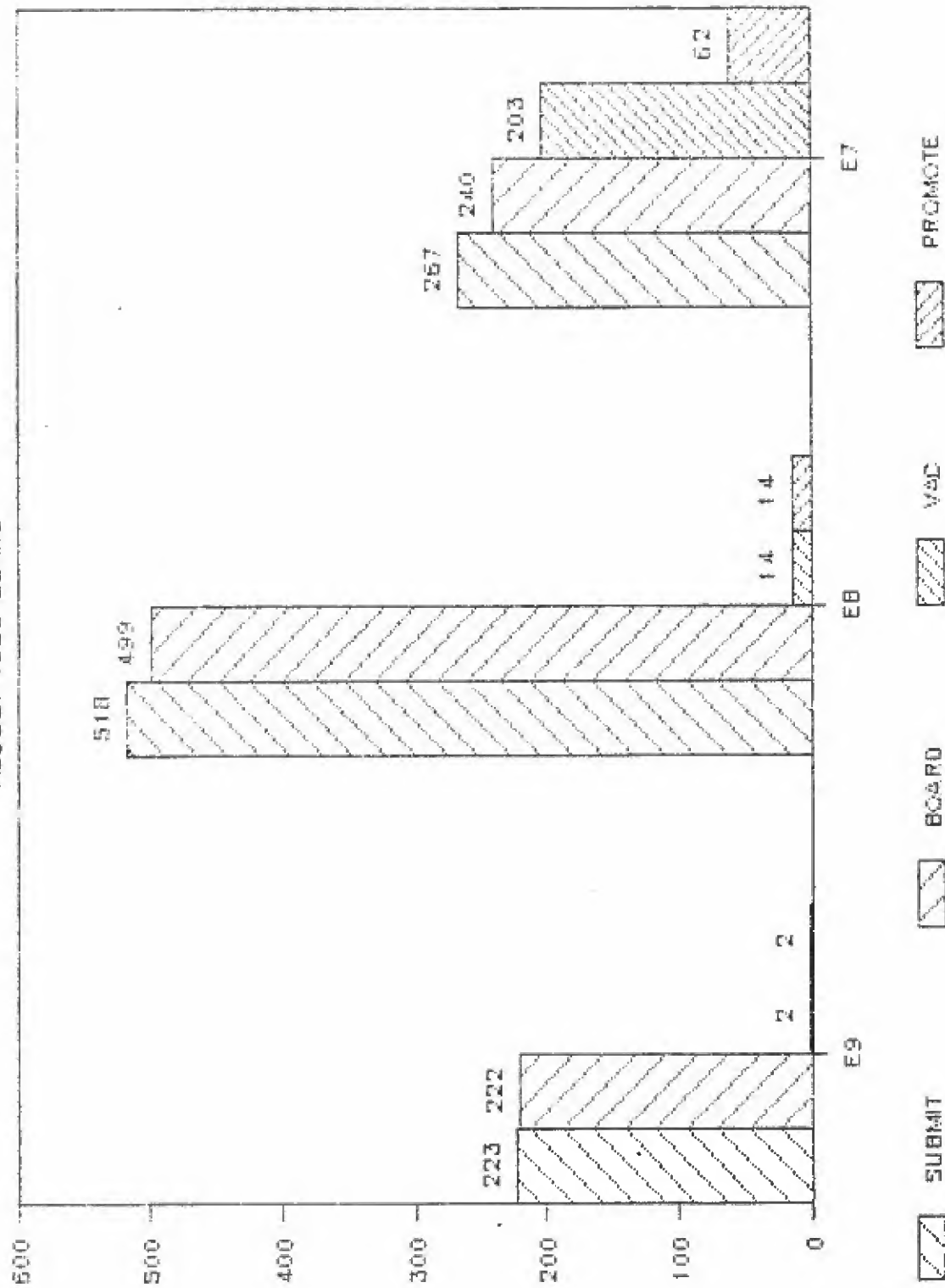
5. There is no specific 'sure thing' as far as promotion is concerned. The soldiers who manage their careers with the above mentioned factors in mind have made themselves more competitive when the opportunity for promotion presents itself.

6. The bar graph on the following page represents the highly competitive trends for promotion to E8 and to E9. The low selection rate to E7 versus positions available is attributed to a lack of geographically available eligible soldiers in MOS 12B. This has been a common trend through past boards.

7. Point of contact is Mr. Rich Lawson, 716-338-7400, extension 225.

SR. ENLISTED PROMOTIONS

AUGUST 1989 BOARD



4 November 1989

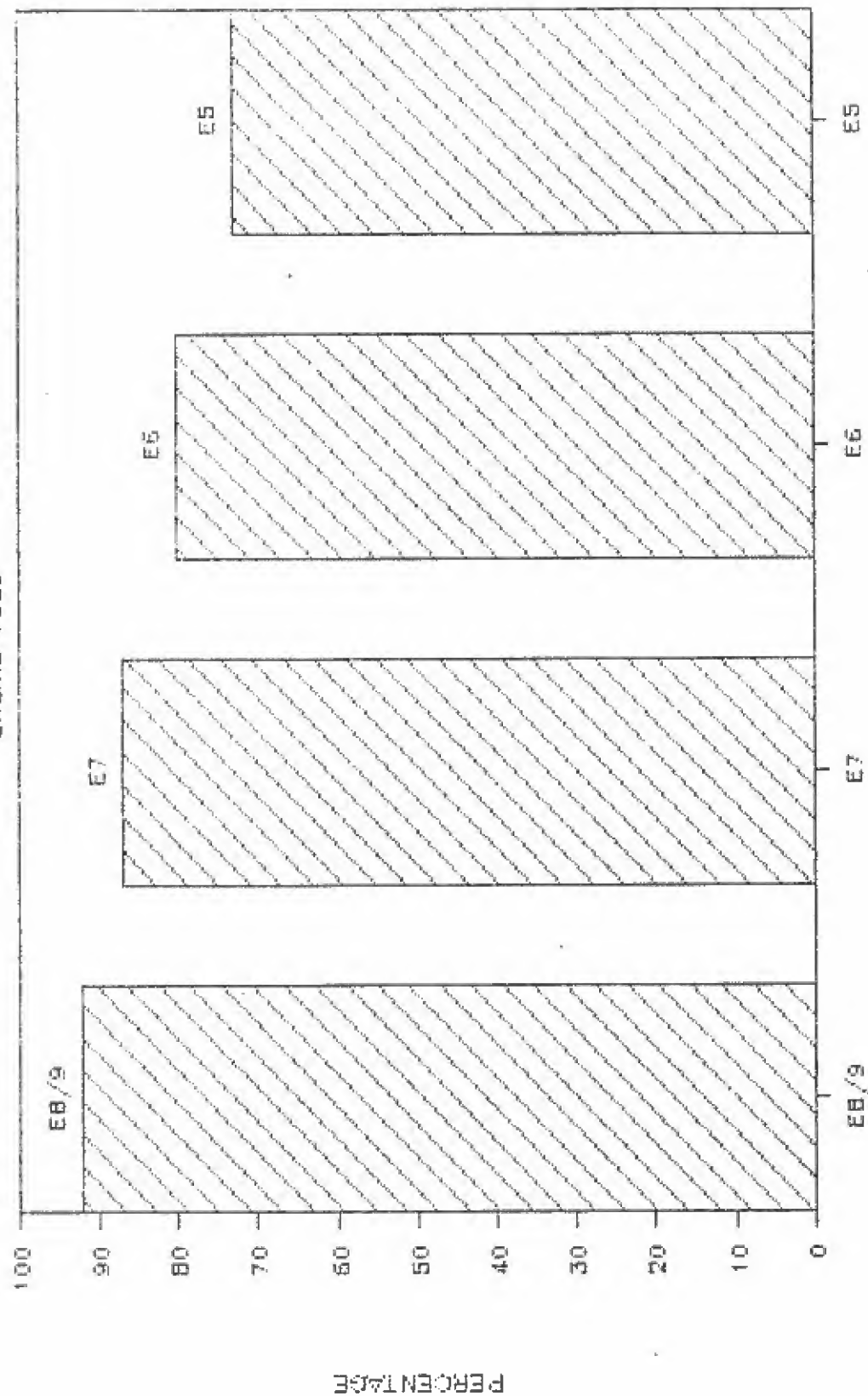
MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Noncommissioned Officer Evaluation Report (NCO-ER) Trends

1. Among the new initiatives during 1989 is the NCO-ER. It is designed to be a more equitable reporting system with management by objective in mind. For the first time formal performance counseling is required for all NCO's from Corporal through Command Sergeant Major.
2. Although data is limited, the available data points to a trend which indicates that as the grade descends so does the rate of submission, as indicated on the graph on the following page.
3. To date the Division is experiencing a low error return rate from ARPERCEN. Although too early to assess definite trends, hopefully this indicates that the majority of NCO-ER's are being correctly prepared on time. Some of the most common errors for which NCO-ER's are being returned from ARPERCEN are:
 - a. Bullet comments which do not support ratings of "Excellence."
 - b. Incorrect rating period beginning date.
 - c. Incorrect reason for submission of report.
 - d. Not using the small letter "o" in front of the bullet comments, instead of using the "degree" sign or the numeral zero "0."
4. Point of contact is SGT Barbara Selvey, 716-338-7400, extension 229.

NCO-ER SUBMISSION RATE

ENDING 1989



4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unsatisfactory Participation

1. Since FY 84, this command has averaged approximately 400 Unsatisfactory Participant cases per year. During the same period, approximately 95% of the unsatisfactory cases are from grades E1 through E5, or, first term soldiers.
2. Despite much dedicated effort, emphasis, and resources to the contrary, this trend has continued during FY 89.
3. The following is a summary of these cases by Major Subordinate Command for FY 89:

<u>MSC</u>	<u>NUMBER OF UNSATISFACTORY PARTICIPANTS</u>
HHC, 98th Division (Training)	14
Training Group	15
1209th U.S. Army Garrison	126
359th Signal Brigade	73
1st Brigade (Engr OSUT & GST)	45
2d Brigade (Engr OSUT)	17
3d Brigade (Engr OSUT)	19
4th Brigade (CST)	21
1151st USARF School	0
1157th USARF School	0
1159th USARF School	1
TOTAL	331 *

* Does not include nearly 100 cases processed by First U.S. Army.

<u>GRADE</u>	<u>TOTAL</u>	<u>GRADE</u>	<u>TOTAL</u>
E1	14	E5	38
E2	92	E6	6
E3	69	E7	5
E4	107		
TOTAL			331 *

5. Point of contact is Mr. Gary Ginsburg, 716-338-7400, extension 226.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Centralized Personnel Management Trends

1. During the past year, personnel management has become increasingly centralized. Some of the major centralization initiatives which were implemented are:

a. Colonel and Lieutenant Colonel command Position Selections.

- Colonel command positions are prioritized by Division and applicants are selected by First U.S. Army.

- Lieutenant Colonel command position applications are boarded for order of merit at Division and selected/approved by First U.S. Army.

b. Warrant Officer Management.

- Procurement and selection of applicants is centrally managed by USAREC.

- Promotions are managed through the Army Promotion List process at ARPERCEN.

c. Reserve Component Command Sergeant Major Program.

- Position assignment applications for currently appointed CSM's are boarded, selected and approved at Division.

- Appointment applications for CSM, and assignment upon appointment, are boarded, selected and approved at ARPERCEN.

d. Senior Enlisted Promotion System (E7, E8 and E9).

- Further centralization of the promotion selection process has been initiated through regional promotion selection boards established by a Memorandum of Understanding (MOU). The first MOU board between the 98th Division, 77th ARCOM and 97th ARCOM will convene in early 1990.

2. These trends clearly indicate an increasingly competitive environment for senior grade career advancement. It may be inferred from this trend that meeting minimum eligibility criteria for advancement may not longer be enough in all circumstances.

3. Point of contact is Mr. Rich Lawson, 716-338-7400, extension 225.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION COMMANDER'S SEMINAR

SUBJECT: Officer Procurement Trends

1. Primary sources of commissioned officers are ARPERCEN, ESMA and ROTC. Throughout FY 89 only 96 officers were procured from these sources. This continues the downward trend in officer procurement the command has experienced in recent years. Attrition, particularly in the junior officer grades, continues to outstrip junior officer procurement.

2. These trends have been recognized and some means by which commanders may reverse these trends are:

a. Officers from Control Group.

- The door is currently open to procure officers from the ARPERCEN Control Groups. Possibly the most effective means of soliciting from this source is "networking" within currently assigned officer.

b. ESMA/OCS (Empire State Military Academy/Officer Candidate School).

- Currently, the Division only has five (5) candidates enrolled.

- Due to the active duty OBC requirements, commanders may need to focus on potential candidates who have not yet settled on a civilian career, e.g., substitute teachers, seasonal employees, etc.

c. ROTC (Reserve Officer Training Corps).

- Take all the SMP members you can get.

- Be aware that the OBC attendance window has shrunk from three years to two years and schedule the newly appointed officers for OBC as early as possible.

3. Point of contact is CPT H. Scott Spillane, 716-338-7400, extension 346.

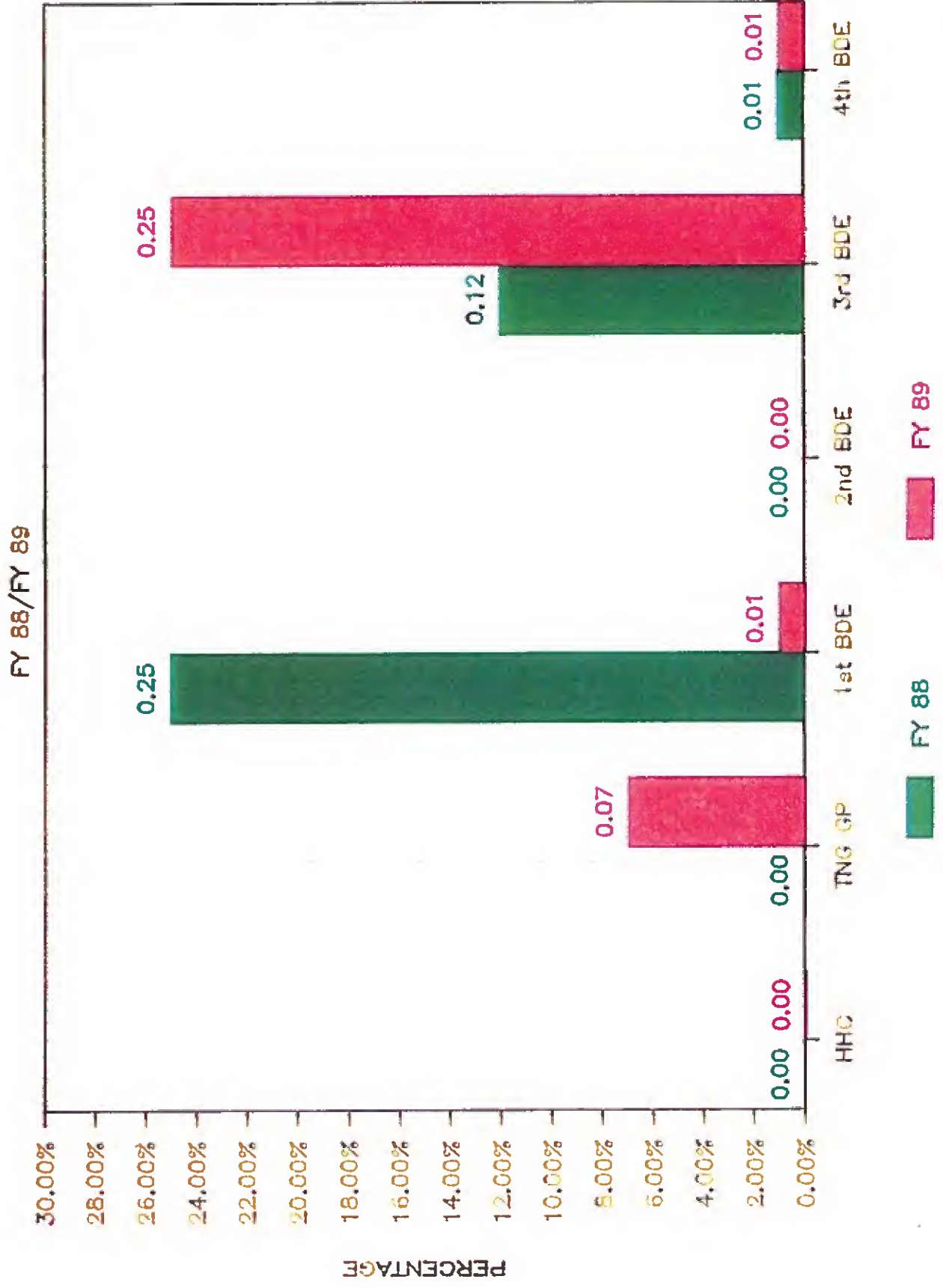
4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Evaluation Report (OER) Update

1. The OER trends for FY 89 are provided in the graphs on the following page.
2. The graphs are provided for comparison only. In 1, 2, 3, 4 order, the 2d Brigade, HHC, 98th Division (Training), 1159th USARF School and 1st Brigade submitted the lowest percentages of late OERs to ARPERCEN. For the second year, 2d Brigade and HHC, 98th Division (Training) have maintained a 0% late to ARPERCEN. The overall percentage late for the Division is 5%. 3d Brigade represents 32% of the total Division late rate to ARPERCEN.
3. Points of contact are SFC Jane Decker and SGT Barbara Selvey, 716-338-7400, extension 224/229.

OERS LATE TO ARPERCEN



OERS LATE TO ARPERCEN

FY 88/FY 89



4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Military Awards Update Trends

1. During FY 89, military awards have demonstrated positive trends in comparison to FY 88. These trends are indicated by both overall number of awards and their distribution by military personnel class. See graph on the following page.

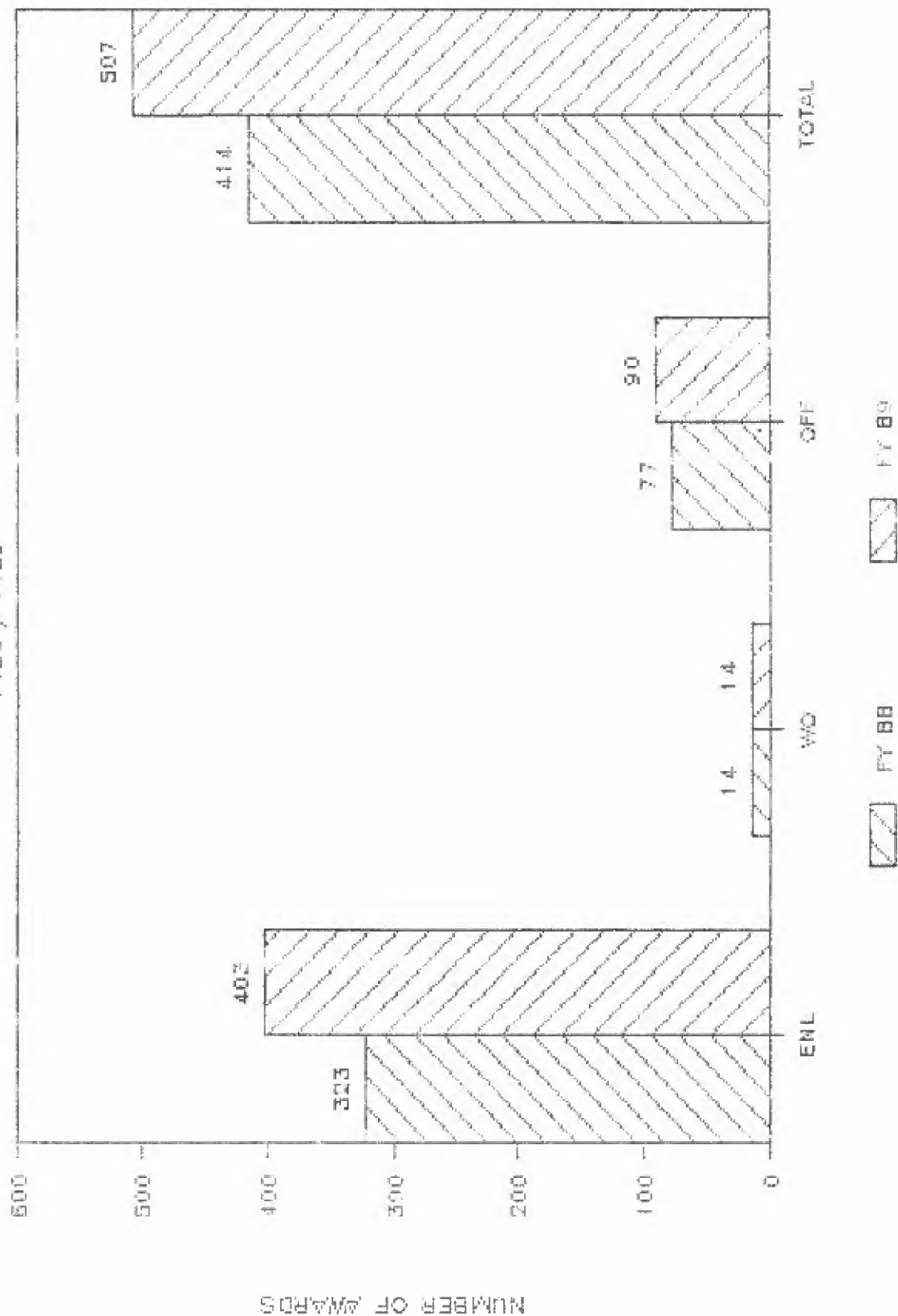
2. During 1989, First U.S. Army approved four (4) retirement Legion of Merit awards as follows:

- a. COL MacFarland, 1157th USARF School.
- b. COL Maul, 1159th USARF School.
- c. CSM Schutz, HQS, 98th Division (Training).
- d. SGM Schmick, HQS, 98th Division (Training).

3. Point of contact is Mr. Gary Ginsburg, 716-338-7400, extension 226.

MILITARY AWARD TRENDS

FY88 / FY89



ARMY ACHIEVEMENT MEDAL



By Lt. Col. Harrison Lobdell III

SUGGESTIONS recommending the establishment of the Army Achievement Medal go back to 1975, but it took another six years before the decoration became a reality. The Army considered even earlier suggestions, but all were flawed in some way. They tended to represent the relatively narrow viewpoint of the commands from which they came, and the proposed criteria were not universally applicable.

In August 1980, Lt. Gen. Robert M. Elton, then commander of MILPERCEN, sent a memo to the Army chief of staff which addressed a problem found by the Army Cohesion and Stability Study Group earlier that year. Elton wrote, "There is a widespread perception that 'something' is needed — primarily for award to junior soldiers — and that recognition is needed on a large scale."

Simply increasing the number of awards of then-authorized decorations would depreciate their value. Past efforts had not even produced a consensus on whether a new award was needed. In Elton's view, the stalemate resulted from defining the problem poorly and trying to develop one cure-all award.

Consequently, a recommendation went to the Army leadership for the establishment of the Army Achievement Medal and several service ribbons. The new devices were meant to provide a means for junior enlisted soldiers and junior officers to obtain recognition devices for their efforts and service. Army leaders realized that these groups were not receiving appropriate recognition simply because awards were pegged at a level of performance or responsibility



Sgt. Bart Goulet

which they could not, by definition, achieve.

On March 2, 1981, the secretary of the Army approved the establishment of the Army Achievement Medal, the Overseas Service Ribbon, the NCO Academy Ribbon (renamed the NCO Professional Development Ribbon) and the Army Service Ribbon.

The AAM's front design consists of the elements of the Department of the Army plaque. On the reverse are the words "For Military Achievement" and

two slips of laurel, the traditional symbol of achievement.

Although 87 percent of the AAMs given in 1984 reached the group of soldiers for which the medal was primarily designed (staff sergeants and below, lieutenants, warrant officers 1 and chief warrant officers 2), some reinforcement of the original intent was needed to keep the award on track.

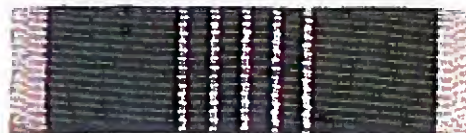
A September 1985 message from the Office of the Deputy Chief of Staff for Personnel pointed out that 1984 statistics revealed "...the Army is generally on target in recognizing our junior enlisted soldiers and company grade officers" but they also indicate "...there are far too many instances of field grade officers and other senior personnel receiving this award."

The message further stated that the Dec. 1, 1982, decision to delegate AAM approval authority to the lieutenant colonel level, from the original colonel level, reflected the desire to permit more timely recognition of junior soldiers. It concluded with the admonishment that "commanders at all levels should comply with both the letter and the spirit of awarding the AAM."

The AAM counts for 15 promotion points for soldiers advancing to sergeant and staff sergeant. In this respect, it is comparable to the Purple Heart. The AAM comes behind the Army Commendation Medal and in front of the Good Conduct Medal in order of precedence. With the implementation of the AAM, the Army rounded out its awards hierarchy such that it is consistent with the other services and the Defense Department. With one soldier in every five receiving the Army Achievement Medal last year, it should soon become the most easily recognizable and frequently visible decoration in the Army's Pyramid of Honor. □

LIEUTENANT COLONEL HARRISON LOBDELL III is chief, Military Awards Branch, MILPERCEN.

ARMY COMMENDATION MEDAL



Sgt. Bert Goulait

By Lt. Col. Harrison Lobdell III

EASILY recognized and frequently awarded, the Army Commendation Medal has changed extensively since its birth as the Army Commendation Ribbon. Today's decoration is given to recognize heroism or meritorious achievement or service by members of U.S. armed forces serving in any capacity with the Army. Its award to general officers is prohibited.

When established by the War Department on Dec. 18, 1945, the ribbon was to be given to soldiers for meritorious service or specific accomplishments rendered after Dec. 6, 1941. Approval authority was delegated to commanders in the grade of major general or higher; awards were given in the name of the secretary of war.

Criteria, which specifically precluded the award to field grade officers for performance in normal peacetime assignments, stipulated that all recipients' duty must have been under complicated or hazardous conditions in connection with problems of national or international importance. In addition, junior officers and enlisted soldiers could receive the ribbon for outstanding service in the United States and overseas. The same degree of meritorious achievement or service was required as that for which the Bronze Star Medal was awarded under wartime conditions.

At the time of the ribbon's establishment, it came immediately after the Legion of Merit in the Army's award hierarchy. The strict criteria, which also required that the service be for a minimum of six months, made the ribbon a difficult award to receive.

In order to award the Army Commendation Ribbon retroactively,

the War Department authorized persons to apply if they had received letters of commendation from major generals or higher which were written before Jan. 1, 1946.

In 1948, the ribbon was officially redesignated the Commendation Ribbon in order to permit its use by the Air Force. An Air Force letter dated July 1949 authorized a bronze pendant

for the ribbon. The hexagonal pendant, which remains unchanged, depicts an American bald eagle with outspread wings, talons grasping three crossed arrows and a shield on its breast. On the reverse are the words "For Military Merit."

The award was renamed the Commendation Ribbon with Metal Pendant in 1950 and finally redesignated the Army Commendation Medal in 1960. By this time the Air Force had its own design and the ARCOM had come to be recognized as an appropriate award to recognize heroism which did not quite meet the standards for the Soldier's Medal.

Commanders tried to eliminate the six-month service rule and to delegate approval authority down to the brigadier general commander level. The Army refused at first but eventually adopted both recommendations in 1964. At that time it was becoming apparent that events in Vietnam would require a less restrictive use of the ARCOM. Additionally, the "V" device was approved for use with the ribbon to recognize combat heroism of a lesser degree than that required for the Bronze Star.

The ARCOM today is the decoration of choice to recognize junior officers and enlisted soldiers. It assumed this position in 1981 when approval authority was further delegated to colonels. This delegation, made in conjunction with the establishment of the Army Achievement Medal, has led to a rapidly expanding number of decorations being given to soldiers at the unit level.

While the decoration has changed over the years, its use now more accurately reflects the intent behind the establishment of the original decoration than at any time in its history: to recognize the services and achievements of young soldiers. □

LIEUTENANT COLONEL HARRISON LOBDELL III is chief, Military Awards Branch, MILPERCEN.

MERITORIOUS SERVICE MEDAL

By Lt. Col. Harrison Lobdell III

EDITOR'S NOTE: This is the second in a series on the most popular awards for soldiers. Part of the reason in offering this series is to inform award nominators of the true intent with which these awards were meant to be presented. Installments on the Army Commendation, Army Achievement and Soldier's medals will follow.

BY 1938, the Army decided it needed a new decoration to recognize meritorious service. In the hierarchy of decorations, the new award would be immediately behind the Distinguished Service Cross. This would help to preserve the prestige of the higher decoration while giving commanders more flexibility. The decoration also would have such sufficient prestige that it could be given to foreign servicemen. The medal for meritorious service would be debated for several more years, molded and finally established in 1942, but not as the Meritorious Service Medal. This name disappeared, and the Legion of Merit was born.

The Meritorious Service Medal appeared to be dead. After 27 years, however, some of the same pressures which had created a need for the original medal for meritorious service reappeared.

In 1969, the Army developed a decoration to recognize meritorious service which falls between the requirements for the Legion of Merit and the Army Commendation Medal. Many commanders believed the Legion of Merit's prestige was slipping because it was being used with increasing frequency to reward service below Legion of Merit standard, and yet higher

LIEUTENANT COLONEL HARRISON LOBDELL III is chief, Military Awards Branch, MILPERCEN.



than that required for the Army Commendation Medal.

The Meritorious Service Medal appeared to be an ideal solution. Planners pegged approval authority at the three-star level because major generals had the authority for the ARCOM and generals had it for the LM. Within a year the Army vice chief of staff delegated MSM approval authority to major generals because they already had

approval authority for the Bronze Star Medal. The Meritorious Service Medal was supposed to rank with equal precedence to that award.

The basic design for the maroon and white ribbon of the Meritorious Service Medal purposely parallels the Legion of Merit. The MSM's originators intended the two to be closely tied and gave that specific guidance to the field.

To earn the MSM, the acts or service rendered must have been comparable to that required for the Legion of Merit but in a duty of lesser, though considerable, responsibility. This policy recognized that many soldiers might aspire to and attain performance that was clearly exceptional and unique among their peers, but only a few would have sufficiently important responsibilities to warrant a Legion of Merit. It was for the rest of these soldiers that the Meritorious Service Medal was designed.

The Meritorious Service Medal is unusual in that it is one of only two decorations which may not be given in a combat zone. The other is the Army Achievement Medal. The decision to keep the MSM a peacetime award was considered and affirmed during the Vietnam War because the Bronze Star Medal fulfilled the same functions for a wartime environment. Although the MSM is considered to be of equal precedence, it is worn behind the Bronze Star Medal.

The MSM is a bronze medal depicting an eagle, symbolizing the nation, holding laurel branches, which denote achievement. The eagle is superimposed on a star, which represents military service. Six rays emanating from the star denote the constant efforts of individuals to achieve through excellent and meritorious service. □

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unit Public Affairs Representatives

1. The 98th Division (Training) Public Affairs Office (PAO) has an ongoing Unit Public Affairs Representatives (UPARs) program to improve coverage of events and people throughout the division.
2. Unit level Public Affairs (PA) representatives augment the limited staff of the division PAO in covering geographic span of the division. They are selected by unit commanders based on their desire and ability to perform public affairs duties for the unit.
3. UPARs provide information about the unit's activities (newsworthy stories and photographs) for use in the division newspaper and for release to other military and civilian publications.
4. UPARs coordinate their activities with the division public affairs supervisor who also provides training and guidance through staff visits and the division public affairs conference.
5. UPARs are also supported by the division PAO with film and photo processing for mission related photographs.
6. UPARs are provided the opportunity to attend Public Affairs mini-courses through the Defense Information School at Fort Benjamin Harrison, Indiana.
7. At present, UPARs are selected at Major Subordinate Command (MSC) levels. The PAO plans to expand this program to battalion level in the near future.
8. Point of contact is MSG Anthony P. DeBellis, 716-338-7400, extension 319.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Medical Programs

1. Cardiovascular Screening and Retention: Failure of Over 40 cardiovascular screening during a periodic physical has no bearing on medical retention of the individual reservist. Failure of screening does not disqualify reservists for retention in the USAR program.
2. Medical Records Review: Medical records are part of the reservists' 201 file and should be maintained in accordance with the regulations. All physical examinations are to be forwarded to the Division Surgeon's office for review before being filed.
3. OCONUS Immunizations: OCONUS immunizations will be accomplished before reporting to POMEX sites. AR 40-562, Table #2, area II will be used as general guidance. Requests for the immunization team should be made immediately upon notification of an OCONUS assignment.
4. Optical Insert Program: Optical inserts are a mandatory medical requirement for all reservists with the exception of those assigned to USARF Schools. Scheduling will be accomplished, in writing, through the Division Surgeon's office annually. The only proper place for optical inserts is in the field protective mask. They should not be stored in supply areas nor kept in work areas.
5. Day-time point of contact is Ms. Ruth T. Stewart, 716-338-7400, extension 214.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Race/Population Group Breakdown Statistics

1. Below listed statistics are based on semi-annual report dated March 1989 and do not reflect recent personnel losses.

2. The demographic make-up of the 98th Division (Training) is as follows:

	<u>1988</u>	<u>1989</u>	<u>+/-</u>
a. Gender:			
(1) Females	11.3%	11.2%	-.1%
(2) Males	88.7%	88.8%	+.1%
b. Race:			
(1) Caucasians	87.2%	88.9%	+1.7%
(2) Blacks	9.7%	9.5%	-.2%
(3) Asians	.2%	.2%	0%
(4) American Indians	.3%	.2%	-.1%
(5) Other	.8%	.7%	-.1%
(6) Unknown	1.8%	.5%	-1.3%
c. Racial Breakdown:			
(1) Minorities	11.0%	10.6%	-.4%
(2) Caucasians	87.2%	88.9%	+1.7%
(3) Unknown	1.8%	.5%	-1.3%

3. Report of reference: "Race/Population Group Breakdown Statistics for 98th Division (Training)". Data source RPMP, 31 March 1989.
Report name: RPTEO2 RAMPROC.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 1986 Amendments to the Uniform Code of Military Justice (UCMJ) and the Division SOP on Implementation of the Amendments

1. Officers assuming command after 30 June 1988 must receive military justice training before or within 30 days after assumption of command. Prior training IAW the FORSCOM circular will satisfy this requirement. Required training will be provided by the 98th Division (Training) SJA.

2. The Division Commander, BG Barclay O. Wellman, has withheld Article 15, UCMJ authority to himself over all officers and warrant officers.

3. The Division Commander has withheld Article 15 authority over enlisted personnel from all commanding officers below the grade of O5 while on IDT or ADT.

4. At Annual Training, any officer in a command position may exercise Article 15, UCMJ authority after consultation with the active component government legal advisor at the installation.

5. Any officer authorized to exercise Article 15, UCMJ authority may also exercise summary court-martial authority.

6. The Division Commander has withheld Article 15, UCMJ authority from the O5 level commander over all except for the following offenses:

a. Article 89, Disrespect toward a superior officer.

b. Article 90, Assaulting or willfully disobeying a superior commissioned officer.

c. Article 91, Insubordinate conduct toward a warrant officer, noncommissioned officer or petty officer.

d. Article 92, Failure to obey an order or regulation.

e. Article 111, Drunken or reckless driving.

f. Article 112, Drunk on duty.

g. Article 112a, Wrongful use or possession of controlled substances.

AFKA-GCD-SJA

4 November 1989

SUBJECT: 1986 Amendments to the Uniform Code of Military Justice (UCMJ) and the Division SOP on Implementation of the Amendments

h. Article 134, All disorders and neglects to the prejudice of good order and discipline, and all conduct of a nature to bring discredit upon the armed forces.

7. All UCMJ incidents must be reported to the Office of the Staff Judge Advocate (SJA) at the 98th Division (Training) Headquarters.

8. The commander exercising UCMJ authority must consult with the Office of the SJA on all military justice matters to assure that proper procedures are followed. The contact person for the Division is Ms. Ruth Stewart, MILPO, 716-338-7400, extension 214.

9. The Active Component General Court-martial convening authority (AC GCMCA) for the 98th Division (Training) is Commander, 10th Mountain Division (Light Infantry) and Fort Drum. Any soldier who is the subject of court-martial charges will be attached to Headquarters Company, U.S. Army Garrison (USAG), Fort Drum.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Strength Management Program Summary

The following is a listing and brief description of the 98th Division (Training) Strength Management Programs. Any questions concerning these programs may be directed to the unit Retention NCO or the Division Strength Management Office.

a. Reenlistment NCO/79D: The soldier filling the 79D position or designated as a Special Duty assignment specifically to manage the unit's Retention programs and initiate career counselling.

b. Front Line Retention Leadership Training (FLRL): A 40-hour course of instruction aimed at all levels of leadership to increase the awareness of strength management programs and how to better retain our soldiers.

c. Personnel Accountability Report (PAR): A management tool for identifying individual personnel problems and units that need assistance in specific areas within the personnel area. Particular attention is focused on potential non-participants.

d. Request Vacancy System (RVS): A world-wide automated listing of unit actual, projected and overstrength vacancies available for fill through recruiting and transfer of personnel.

e. MUSARC Transfer Program (MT): A program designed to assist in transferring soldiers to TPUs outside of the division when they relocate.

f. Sponsorship Program: Initiated by the unit immediately upon the assignment of a new soldier to welcome and orient him to the new unit.

g. Recruiting Partnership Council Meeting: Semi-Annual meetings with Reserve unit commanders and Recruiting personnel. Local meetings may be arranged at any time.

AFKA-GCD-SMO (140)

SUBJECT: Strength Management Program Summary

h. Referral Program: Direct involvement by the individual soldier in recruiting prospective Reserve and unit members.

i. Selected Reserve Incentive Program (SRIP): A bonus program for selected units and/or enlisted MOS designed to retain personnel in hard skills or in specific units.

j. Montgomery G.I. bill (MGIB): An incentive program designed to assist soldiers in obtaining a baccalaureate degree.

k. Educational Services Specialist (ESS): Individual designated at division level to manage the educational assistance program to include ACES, financial aid and testing required for high school completion and advanced degrees.

l. Army Continuing Education System (ACES): Designed for soldiers who wish to complete high school or seek advanced degrees on a part-time basis.

m. Employer Support of the Guard and Reserve (ESGR): A nationally supported concept of unit and employer involvement to better relations and build greater understanding between the military and civilian community.

n. Family Involvement: Units involving their soldiers' families in activities supporting the unit to help them have a better understanding of the role and importance of the military.

o. Retention Publicity Items (RPI): Various publications and illustrations available through retention supply channels. Each unit has an account to order its own Retention materials.

p. "Keeping Soldiers in the Reserves": A video with workbooks available from each MSC Command Sergeant Major was directed in 1987 as required viewing for all First Line Supervisors.

q. "Why Should I Stay?" (98th Div PAM 140-19): Available for ETS interviews and NOODP.

AFKA-GCD-SMO (140)

SUBJECT: Strength Management Program Summary

r. Reenlistment Awards Program: Each soldier who reenlists receives an item designated by the SMO and presented at the unit in appreciation for military service.

4 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Strength Management Memoranda

1. With the high priority in retention, the 98th Division Strength Management Office has standardized its retention programs. Units must become familiar with these memoranda.

2. The memoranda are as follows:

<u>SUBJECT</u>	<u>DATE</u>	<u>DISTRIBUTION</u>
Fiscal Year 1990 Year-End Strength	3 Oct 89	MSC Cdr
MOI, Utilization of Primary Duty Reenlistment NCO (MOS 79D) and Unit Reenlistment NCO	12 Jun 88	A,C
98th Division Referral Program	29 Jun 88	B,C
Front Line Retention Leadership Training Dates FY-90	7 Apr 89	A,D
MOI, DD Form 4 Enlistment/ Reenlistment Document, DA Form 4836 Oath of Extension	24 Aug 88	A,D
Procedures for Managing Unit Vacancies	26 Aug 88	A,D
Change 1, MOI, DD Form 4 Enlistment/Reenlistment Document, DA Form 4836 Oath of Extension	6 Sep 88	A,D
MOI, SMO Awards and Presentation Program	6 Sep 88	A,D

AFKA-GCD-SMO (140)

SUBJECT: Strength Management Memoranda

MOS Readiness Priority (MRP) (MSCs should endorse basic memo to all their units.)	6 Oct 89	A,B
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Personnel Accountability Management Report	26 Apr 89	D
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Education Service Specialist	1 Jun 89	C
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3. If any unit has not received a copy of all the above memoranda, you may contact the Strength Management Office at (716) 338-7400.

4 November 1989

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Educational Services Specialist (ESS)

1. The ESS is a highly trained individual, designated at division level, in various aspects of the education system to include counselling, testing and financial aid. He is responsible for the management and administration of the Army Continuing Education System (ACES), The Montgomery GI Bill (MGIB), the Selected Reserve Incentive Program (SRIP), and the Defense Activity for Non-Traditional Education Support (DANTES). These programs are designed to provide incentives (dollars) for career-related or self-development education to eligible officers, warrant officers and enlisted personnel in USAR Troop Program Units (TPU).
2. Financial aid assistance may be rendered through the Student Loan Repayment Program (SLRP), the Montgomery G.I. Bill and Tuition Assistance.
3. Soldiers needing to be tested for advanced degrees can be tested free of charge under the DANTES program. Tests available include High School Equivalency Exams, College Admissions Exams, College Credit Exams, Certification Exams and Guidance or Diagnostic Tests.
4. Other educational opportunities available are the Independent Study through correspondence courses, the Military Experience Evaluation Program where soldiers earn college credit for military experience and service schools, and Servicemembers Opportunity Colleges (SOC) where selected colleges and Vocational-Technical Schools have programs specifically designed for service members.
5. 98th Division (Training) is serviced by Mr. Eskell Norbeck and may be reached at the Strength Management Office, commercial (716) 338-7400, extension 340.

13 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Opposing Forces (OPFOR) Program Within the 98th Division (Training)

1. The 98th Division (Training) OPFOR will be ready for tasking from units within the Division during the second quarter TY-90.
2. Units are reminded that the initial mission for the OPFOR will be to provide training to assigned Drill Sergeants within the Division to enable them to instruct Basic Training soldiers about the Soviet soldier. They also will be able to provide information about Soviet tactics, weapons and equipment to soldiers throughout the Division.
3. This OPFOR cadre contingent is not designed to provide your unit with OPFOR support in an FTX/STX scenario. The contingent is too small to allow this type of involvement. You may select soldiers within your own units for this purpose who could obtain some instruction from the OPFOR cadre to better enhance your OPFOR's performance.
4. Requests for OPFOR assistance will be routed to the G-2 where they will be coordinated with the QAD/G-3 for tasking.
5. Question concerning this subject may be directed to Mr. George A. Bray III, (716)-338-7400, extension 307 during regular working hours.

13 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Personnel Security Clearances

1. Department of Defense has issued an update to the personnel security clearance policy effective 6 September 1989. It has been revised and published as AR 380-67, superseding AR 604-5. Caution, even though AR 604-5 is revised, some of the old AR 604-5 is still valid and in effect by DoD.

2. Key points from the personnel security clearance policy are:

a. All military security clearance matters will be forwarded to HQs, 1st US Army, ATTN: AFKA-OP-IS, to include Top Secret clearance request. Request for clearances must be limited to persons who require access to classified information for mission accomplishment, persons whose MOS requires a clearance, and officers commissioned after 1 Jan 88. Interim clearance may be granted.

b. Only the Commander, 1st US Army has the authority to grant Interim Secret or Top Secret security clearances.

c. Only civilians occupying sensitive positions will be processed for security clearances.

d. Dual status military and civilian personnel requiring a clearance must apply for a clearance in each status. Civilian employees are not cleared based upon a military clearance. Further, the position filled by a civilian employee must be categorized as a non-critical sensitive or critical sensitive access. It is possible to possess a military clearance and civilian clearance at two different levels of access. Requirements for categorizing civilian positions must be identified to the G-2 and CSSA.

e. Commanders, if learning of a person within your command has derogatory information within the scope of AR 380-67, para. 2-200, the information must be reviewed in terms of its importance to security. If access is suspended, DA Form 873 will be removed from the persons file and forwarded to HQs, 1st US Army, ATTN: AFKA-OP-IS, with an explanation as to the reason of suspension.

f. BI's or SBI's more than five (5) years old and no longer required, must be downgraded to Secret. Those requiring continued Top Secret access must initiate paper work to complete a new BI or SBI and submit it 4 1/2 years from date of previous investigation in order that their clearance can be updated by the 5th anniversary.

AFKA-GCD-GB

SUBJECT: Personnel Security Clearances

g. After 30 September 1989, only CCF computer generated DA Form 873 will be valid for a final security clearance. DA Form 873's not in compliance must be forwarded to HQs, 1st US Army, ATTN: AFKA-OP-IS for upgrade.

3. Security Managers must be intimately familiar with all requirements of AR 380-67 and parts of AR 604-5 which are still valid. Security is the responsibility of everyone.

4. Question concerning this subject may be directed to Mr. George A. Bray III, (716)-338-7400, extension 307 during regular working hours.

13 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Security Clearance Roster for Annual Training at Fort Leonard Wood, MO

1. Prior to attending annual training at Fort Leonard Wood, MO, all MSC's must submit a current security clearance roster annotated by either the Unit Commander or Security manager.
2. This roster will be further verified by the G-2 of the 98th Division and submitted to the Security and Intelligence Office in DPMT where it will be used to verify the security clearance of 98th Division personnel when on post.
3. The primary purpose of the roster is verification for ADP access, but it can also be used to gain attendance at classified briefings or to enter the Emergency Operations Center (EOC).
4. Suspense for submission for AT 1990 is 1 April 1990. This will allow the G-2 section time to consolidate the rosters and send them to Fort Leonard Wood, MO. for implementation.
5. Question concerning this subject may be directed to Mr. George A. Bray III, (716)-338-7400, extension 307 during regular working hours.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Physical Security

1. Physical Security is the protection of resources from various threats some of which are vandalism and terrorism. It is the commanders' responsibility to safeguard all resources entrusted to his care. The Division's Physical Security Program provides the means to counter these threats during peacetime and mobilization.

2. Physical Security Inspections conducted by Fort Drum during 1989 have shown a significant improvement in the awareness of physical security and compliance with the applicable SOP's and regulations. All personnel who are involved with this important area are to be commended for their efforts.

3. In April of 1989 a working committee (of which the 98th was a member of) at FORSCOM was established to review the various AR's concerning physical security to either modify and make them fit the reserve system or delete them. Much headway has been gained. The following significant changes have been announced by FORSCOM:

a. USAR activities, centers and facilities are not required to have physical security surveys. Physical security surveys will only be conducted upon request by the MUSARC.

b. Physical Security Inspections conducted at USAR facilities will be prepared for each tenant unit of the center. Separate reports will not be prepared for individual functions, e.g. supply, arms vault, motor pool etc. The thrust is to reduce the number of reports and the administrative burden of responding to same.

c. Daily inventories are no longer required. A visual accounting of all arms in the storage vault will be conducted whenever the facility has been accessed. Arms secured within the vault in separate locked or sealed containers need not be visually accounted for.

4. Point of contact for assistance is LTC Gary R. DiLallo, Provost Marshal, 716-338-7400 extension 252.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division Vehicle Registration Program

1. The 98th Division Vehicle Registration Program is a voluntary program in which all unit members are encouraged to participate. Display of the bumper stickers not only serves to promote the Division and the United States Army Reserve, but also facilitates the courtesy one encounters upon entering and exiting government installations.

2. Both military and civilian personnel assigned to the 98th Division (Training), or retired members of the Division, may participate in this program and register privately owned motor vehicles.

3. Vehicle Registration Procedures:

a. Military and Civilian Personnel in Active Status:

(1) Requests will go through the unit of assignment and will include two copies of a DA Form 3626 per set of decals requested. This form will be either typewritten or neatly hand printed. In addition, a check in the amount of \$ 1.50 to the 98th Division Motor Vehicle Registration Fund will accompany the DA 3626. The, DA 3626 and check will be forwarded to this headquarters, ATTN: AFKA-GCD-PM.

(2) Bumper decals will be issued randomly, regardless of rank. Officer decals will be blue, enlisted red and civilian decals will be green. Bumper decals will not be issued on bulk consignment.

b. Retired Personnel:

(1) Requests for bumper decals will be submitted by the retiree directly to the Provost Marshal Office.

(2) Upon receipt of the retiree's request, a DA Form 3626 will be sent to the individual with directions to complete. The completed DA Form 3626 will be returned along with a check for \$1.50, made payable to the 98th Division Motor Vehicle Registration Fund. In addition, the retiree must submit proof verifying their retirement status. Upon receipt of the requested forms, the appropriate number of decals will be issued.

4. POC this headquarters is LTC Gary R. DiLallo, Provost Marshal, (716) 338-7400, extension 252.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Training Management; The Tools

1. In order to fully understand how the Army and the 98th Division (Training) operate, commanders and leaders at all levels must study and internalize the key points of the following documents:

a. FM 100-5, Operations. This FM is the bed rock document that establishes how the Army will conduct combat operations. It describes common procedures, uniform operational methods, and the various branches and services role in conducting these operations. From this document come tactics, organization, and training which will make the operational method successful. By internalizing this document commanders and leaders will have a solid basis for planning operations and adjusting to changing situations.

b. FM 5-100, Engineer Combat Operations. This FM is the engineer CAPSTONE manual. It develops the engineer aspects of doctrine described in FM 100-5. It defines the engineer role within AirLand Battle and provides broad principles for engineer employment throughout the theater of operations.

c. FM 25-100, Training the Force. This FM is the trainer's bible on training management. This manual stresses a battle focused METL and details the trainer's and commander's responsibilities in planning, resourcing, executing, and assessing the unit's training program. In addition it places new emphasis on the role of the noncommissioned officer. By following and enforcing the guidelines as set down in this manual, commanders will be able to greatly improve their readiness/training posture.

d. 98th Division (Training) Command Training Guidance for TY 91 and 92. This document contains specific training guidance for both training units and CS/CSS units. Areas addressed are past training deficiencies or new training challenges. It includes a five year planning calendar.

2. These documents describe how we will fight, the role of the engineer branch in that fight, and how we will train to fulfill that role. Understanding these documents will allow commanders and leaders to focus their efforts on successfully accomplishing their mission.

3. POC this headquarters is CPT Regnier, (716) 338-7400, ext 371.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: The Role of the NCO in Unit Training

1. The Reserve Component Training goal is to train to mobilize, deploy, fight and win. The modern battlefield is a sophisticated, complex, and intensive challenge which the Army has never before experienced. Reserve Component units will be deployed in a come-as-you-are posture. Therefore, wartime mission essential tasks must be identified and stated for the unit's training effort. Tasks must always be trained to standard.
2. While officers orient on collective training leading to mission accomplishment, Noncommissioned Officers (NCO) must focus on individual training leading to mission capability. NCO's are responsible for conducting individual training to standard, and must be able to explain how individual task training relates to collective mission essential tasks. It is the Sergeants' business to ensure all their soldiers are taught survival, tactical and technical skills, and to motivate them toward excellence. Sergeants must be pro-active in all aspects of their soldiers training, such as Common Task Test (CTT) administration, conduct of the Army Physical Fitness Test (APFT), weapons qualification, etc.
3. Army training tradition and common sense have made the NCO responsible for individual, crew and team training. Individual skill training is not presented to large numbers of soldiers by committee. Rather, the first line supervisor teaches individual tasks to soldiers in their squads, crews or equivalent small units. The first line supervisor and senior NCO's emphasize performance-oriented practice to ensure soldiers achieve soldier's manual standards. The first line supervisor conducts cross training to spread critical wartime skills within his unit. The CSM's, 1SG's, and other senior NCO's at every echelon coach junior NCO's to master a wide range of individual tasks. Commanders must allow for sufficient training time for NCO's to conduct individual training and require that individual tasks are included in all collective METL training. Noncommissioned officers have the primary role in training and developing individual soldier skills.

AFKA-GCD-GC

SUBJECT: The Role of the NCO in Unit Training

4. The key to winning in the modern battlefield will be the understanding of "how we fight" at every level and the demonstrated confidence, competence, and initiative of our soldiers and their leaders. Training is the means to achieve the tactical and technical proficiency that soldiers, leaders, and units must have to enable them to accomplish their missions.

5. POC is this headquarters is SGM Puidokas, (716) 338-7400, ext 265.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: CAPSTONE Update

1. References:

a. FORSCOM Regulation 11-30, 1 June 1989, The Army CAPSTONE Program: Program Guidance.

b. FORSCOM Regulation 350-4, 1 August 1988, Training Under CAPSTONE.

c. First U.S. Army Circular 135-88-2, 8 August 1988, The Army CAPSTONE Program.

2. CAPSTONE serves as a "bridge" between the current force and the force that HQDA projects in the total Army analysis process.

3. The CAPSTONE Program identifies current force shortfalls and sets priorities for these shortfalls based on priorities established by the Army's field commanders.

4. The following items highlight the major provisions of FORSCOM Reg 350-4:

a. Wartime mission guidance flows directly to CAPSTONE RC Units with info copy up the peacetime chain of command to CONUSA.

b. CAPSTONE Commanders approve the METL for their CAPSTONE RC units. METL approval flows through the CAPSTONE chain of command with info copy to the CONUSA.

c. CAPSTONE Commanders provide wartime mission guidance and establish mission planning priorities for CAPSTONE RC Units.

d. MUSARC Commanders provide training guidance and approve all training plans.

e. CAPSTONE Commanders provide OER letter report to rating chain of RC units in their CAPSTONE TRACE.

AFKA-GCD-GC

SUBJECT: CAPSTONE Update

5. The CAPSTONE Alignments were under revision Spring/Summer 1989, with a final decision due out 1 Oct 89. Draft information has been put out and when we receive the final alignments, all affected units will be informed of their current CAPSTONE Alignment. The versions PLASN's have replaced the old CAPSTONE Volumes.

- a. PLASN 1 - CAPSTONE - EUROPE
- b. PLASN 2 - CAPSTONE - SWA
- c. PLASN 3 - CAPSTONE - PACIFIC
- d. PLASN 4 - CAPSTONE - CONUS Theater Defense Forces.
- e. PLASN 5 - CAPSTONE - CONUS Training and sustaining base.

6. The above CAPSTONE PLASN's, maintained by HQ, FORSCOM, are the only base source for CAPSTONE alignment. Units/unit cells will perform ODT only in their priority scenario/alignment unless an exception is granted by HQ, FORSCOM.

7. Although wartime mission guidance may not be readily available for dissemination by the CAPSTONE gaining command, a subordinate unit letter of instruction would not be unwelcome. Even though the Wartime Commander has responsibility for initiating contact, a subordinate unit initiated letter could exert positive efforts towards the stimulation of communication between senior and subordinate CAPSTONE units.

8. POC this HQs is AFKA-GCD-GC, CPT Hutson, (716) 338-7400, ext 258.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: QAD Evaluations

PURPOSE: To evaluate and test training status of Division units.

1. Summary of 98th Division (Tng) QAD evaluations:

	TY 88	TY 89
Unit Training Evaluations (UTES)	39	36
Range Fire/Weapons Qualification	1	-
Field Training Exercise (FTX)	-	-
End-of-Course Test (EOCT; Bns tested)	12	7
Other (NBC, NOOC, USARF School Classes)	4	-
Total	56	43

2. Summary: UTES, TY 88 and TY 89

a. Results by UTE Major Area:

	TY 88		TY 89		TOTAL	
	SAT(%)	UNSAT(%)	SAT(%)	UNSAT(%)	TY88	TY89
I. Attendance	27(82)	6(18)	25(86)	4(14)	33	29
II. Conduct of Training	24(75)	8(25)	21(72)	8(18)	32	29
III. Training Management	23(70)	10(30)	12(43)	16(57)	33	28
IV. Yearly Training Plan	24(73)	9(27)	15(54)	13(46)	33	28
V. MOS Qual Program	16(50)	16(50)	17(59)	12(41)	32	29
VI. Appearance	23(70)	10(30)	27(93)	2(7)	33	29
VII. Leadership	19(58)	14(42)	16(57)	12(43)	33	28
VIII. Headquarters	5(100)	0(0)	0(0)	0(0)	5	0

*Only most current results are tallied; several units were evaluated twice by QAD or, once each by both QAD and First Army.

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SUBJECT: QAD Evaluations

b. Comments:

(1) UTEs of Division units were conducted by both the Division's QAD (25) and First Army (OTE-11). This frequency points to a continued emphasis on evaluating unit training performance. Additionally, seven (7) units underwent training evaluations twice. Four (4) of these units were visited by both the First Army Office of Training Evaluations (OTE) and QAD; three (3) units were visited by QAD twice.

(2) During TY 89, as compared to TY88, the percentage of unsatisfactory ratings increased in three (3) major areas: Conduct of Training, Training Management and Yearly Training Plan. These three major areas have failed to show any improvement in the last two years. MOS Qualification programs demonstrated minimal improvement with a decreased percentage of unsatisfactory ratings.

(3) In marked contrast to prior years' results, Appearance showed the greatest improvement in ratings. The major source of the few unsatisfactory ratings was attributed to unsatisfactory adherence to grooming standards, particularly by key command and staff personnel.

(4) Attendance continued its year-to-year trend of showing consistent improvement.

3. Summary - End-of-Cycle Tests (EOCT):

a. EOCT was administered to seven battalions with a displacement AT mission and Special Training Company of Training Group.

b. The overall first-time GO rate for all eight units was 23% (a marked decline in performance over the prior year's 48%). The sharp drop in first-time GO rates indicates that greater involvement by unit leaders is necessary.

4. Summary - APFT:

a. The annual APFT was administered by QAD to the same battalions undergoing the EOCT. The "pass" rate for 279 tested individuals was 82%.

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SUBJECT: QAD Evaluations

b. Two brigades showed an increase in pass rate; as compared to 1988; one brigade (one battalion tested) showed a significant reduction in pass rate.

5. POC this headquarters is MAJ Canestro/MSG Osterling, (716) 338-7400, ext 235.

CONSOLIDATED RESULTS: 30 SEP 89		TRAINING YEAR 1989: EVALUATIONS								REPORT #/
=====		MAJOR AREAS*								DATE
UNIT	ADDRESS	ATNDC	CDTNG	TNGMS	YTP	MOSO	APRNC	LOSKP	HOS	
HMC, 96TH DIV	ROCHESTER									
LEADERSHIP ACADEMY	MATTYDALE									
HMC, TRAINING GROUP	ROCHESTER	1	0	0	1	1	1	0	1A:11 MAR	
SPECIAL TNG CO	ROCHESTER	1	1	1	1	0	1	1	#16: 9 JUL	
SUPPORT CO	ROCHESTER	1	1	1	1	1	1	1	1A:12 MAR	
HMC, 1ST BDE	SCHENECTADY								# 4: 3 DEC	
1/389	GLEN FALLS	1	1	1	0	1	1	1	#18:16 JUL	
2/389 (HQ,C,D)	UTICA	1	1							
2/389 (A,B)	LITTLE FALLS								#15:25 JUN	
3/389	MATTYDALE	1	1	1	1	1	1	1	#23:29 AUG	
4/389	SCHENECTADY	0	1	1	1	0	1	1	# 9: 6 MAR	
HMC, 2ND BDE	AMHERST	1	1	0	0	1	1	1		
1/390	AMHERST								#22: 5 AUG	
2/390 (HQ,B,C,D,E)	BATAVIA	0	1	1	1	1	1	1		
2/390 (A)	MEDINA								#25:20 SEP	
3/390	NIAGARA FALLS	1	1	0	0	0	1	0	# 8: 2 MAR	
1/391	AMHERST	1	1	0	0	0	1	0		
2/391 (HQ,A,B,C,D)	NEWARK									
2/391 (E)	AUBURN								#11:10 MAY	
HMC, 3RD BDE	ITHACA	1	1	0	0	1	1	0	1A:16 JUL	
1/392 (HQ,A,B,C)	CORNING	1	0	0	0	1	1	0		
1/392 (D,E)	WAYLAND									
2/392 (HQ,A,B,C)	HORSEHEADS									
2/392 (D,E)	WAVERLY									
3/392	BINGHAMTON								#24: 6 SEP	
3/391 (HQ,D,E)	NORWICH	1	1	0	1	0	1	1		
3/391 (A,B,C)	ITHACA								#10:21 MAR	
HMD, 4TH BDE	AMHERST	1	1	1	0	1	0	1		
1/98	AMHERST								#20:23 JUL	
2/98 (HQ,A,C)	GERRY	1	1	1	1	0	1	1		
2/98 (B)	OLEAN									
3/98 (HQ,A)	OLEAN									
3/98 (B,C)	WELLSVILLE									
HQ, 1209TH USAG	MATTYDALE									
1209TH SIGNAL DET	FT. DRUM									
HMC, 413TH S&S BN	SCHENECTADY									
1018TH S&S CO	SCHENECTADY								1A:21 MAY	
1019TH S&S CO	MATTYDALE	1	0	0	0	1	1	0	# 6:10 DEC	
HMC, 464TH EN BN	SCHENECTADY	0	0	0	0	0	0	0	1A:15 JUL	
CO A	BINGHAMTON	1	0	0	1	0	1	0		
CO B	HORSEHEADS									
CO C	SCHENECTADY								#14:24 JUN	
CO D	CANANDAIGUA	1	1	0	1	1	1	1		
HMC, 479TH EN BN	WATERTOWN								1A: 9 SEP	
CO A	OGDENSBURG	1	0	0	0	0	1	0		
CO B	MASSENA									
CO C	CANTON								# 7: 7 JAN	
CO D	OSWEGO	1	1	1	0	1	1	1	#17:15 JUL	
770TH EN CO	PENN VAN	1	1	0	0	0	1	0	#21: 5 AUG	
121ST CHEM DET	MATTYDALE	1	1	0	1					
HMC, 359TH SIG BDE	LIVERPOOL									
HMD, 98TH SIG BN	WEBSTER									
692ND SIGNAL CO	WEBSTER								#12:20 MAY	
969TH MAINT CO	HORSEHEADS	0	1	1	1	1	1	1		
425TH MI DET	LIVERPOOL									
454TH MI DET	LIVERPOOL								#19:23 JUL	
HMC, 300TH ORD BN	TONAWANDA	1	0	0	0	0	1	1	1A:22 JAN	
277TH OM CO	NIAGARA FALLS	1	1	1	1	1	1	1		
409TH PS CO	TONAWANDA								1A:20 MAY	
HMC, 332ND ORD BN	WATERTOWN	1	1	1	1	1	1	1		
309TH ORD CO	ELIZABETHTOWN								1A: 8 APR	
962ND ORD CO	PLATTSBURGH	1	0	0	1	1	1	0		
1151ST USARF SCHOOL	TONAWANDA									
1157TH USARF SCHOOL	SCHENECTADY									
1159TH USARF SCHOOL	WEBSTER									
*****TOTAL NUMBER OF RATINGS*****		29	29	28	28	29	29	29	0	
NUMBER SATISFACTORY		25	21	12	15	17	27	17	0	
NUMBER UNSATISFACTORY		4	8	16	13	12	2	12	0	
'SAT' PERCENTAGE		86%	72%	43%	54%	59%	93%	59%	0%	
LEGEND: 1=Satisfactory		0=Unsatisfactory				1A=FIRST ARMY OTE				

1989
98TH DIV (TNG), G3 QAD
END-OF-CYCLE TEST RESULTS
=====

E.O.C.T. SUMMARY

UNIT TESTED	TEST DATE	TEST LOCATION	#	1ST GO	% 1STGO	C E R T	% GO	N C O F F T R	% NOGO
3/389/1	11-Mar-89	NEWARK	29	9	31.0%	27	93.1%	2	6.9%
2/391/2	11-Mar-89	NEWARK	30	4	13.3%	24	80.0%	6	20.0%
1/390/2	08-Apr-89	NIAGARA FALLS	32	3	9.4%	28	87.5%	4	12.5%
3/390/2	08-Apr-89	NIAGARA FALLS	26	10	38.5%	21	80.8%	5	19.2%
1/392/3	29-Apr-89	CORNING	25	7	28.0%	24	96.0%	1	4.0%
2/392/3	29-Apr-89	CORNING	22	6	27.3%	22	100.0%	0	0.0%
3/392/3	29-Apr-89	CORNING	20	4	20.0%	19	95.0%	1	5.0%
STC,TNG GP	20-May-89	ROCHESTER	6	2	33.3%	6	100.0%	0	0.0%
Totals			190	45	23.7%	171	90.0%	19	10.0%

98TH DIV (TNG), G3, QAD
1989 DRILL SERGEANT
A.P.F.T. TEST RESULTS
=====

UNIT		ROSTER	TESTED	PASSED	FAILED	PASSED %
1ST BRIGADE	1988	140	92	76	16	83%
	1989	38	25	16	9	64%
2ND BRIGADE	1988	143	114	84	30	74%
	1989	133	95	81	14	85%
3RD BRIGADE	1988	129	73	51	22	70%
	1989	103	66	55	11	83%
DIVISION TOTAL	1988	412	279	211	68	76%
	1989	274	186	152	34	82%

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Ozark Warrior - AT90

1. Purpose: This memorandum serves as an outline for:

a. The conduct of AT90 at Fort Leonard Wood designated as "OZARK WARRIOR" mobilization exercise.

b. The Division Staff MOBEX designated to assist staff preparation for Ozark Warrior.

2. Time Period:

a. Ozark Warrior:

(1) Dates: 16 June 90 - 18 August 90, 9 week period.

(2) Location: Fort Leonard Wood, MO

(3) Participants: Command Group 98th Division (Training), principal and directorate staffs from 98th Division (Training) and Fort Leonard Wood, MO, 98th Division (Training) MSC Commanders (Organic), S-3 and Staff Operations Tng Specialists (1st, Bde, 2nd Bde, 3rd Bde, 4th Bde, Tng Gp), selected individuals from First United States Army.

b. MOBEX Staff Exercise:

(1) Dates: 3 & 4 March 90

(2) Location: JWWUSARC, Rochester, New York

(3) Participants: Command Group, principal staff and selected special staff and representatives from NY STARC, Fort Leonard Wood, RG Seneca, 77th ARCOM and Fort Drum, NY.

3. Objectives:

a. Ozark Warrior:

(1) Conduct a divisional displacement.

(2) Mobilization exercise: mobilize and deploy units to FLW, MO.

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SUBJECT: Ozark Warrior - AT90

- (3) POM: Process units upon arrival.
- (4) Each OSUT Training Brigade displaces 132nd Eng Brigade for three week period.
- (5) Training Group expands the 136th Eng Bde.
- (6) Four OSUT Battalions (2nd & 3rd Bdes) conduct eight week MATC.
- (7) Four OSUT Battalions (1st, 2nd, 3rd Bdes) conduct eight week HUD.
- (8) 4th Brigade BT Bns displace 3rd BT Bde with two Battalions in VUD and two Battalions performing satellization missions.
- (9) Two OSUT Battalions (1st Bde) conduct VUDs.
- (10) Leadership Academy conducts Drill Sergeant School.
- (11) Division Headquarters displace selected counterparts.
- (12) Turnover of selected reserve centers to STARC.

b. MOBEX - Staff Exercise:

- (1) Command and Control staff exercise designed to test/evaluate control within the Command Group and Division Staff elements.
- (2) Test and evaluate the new 98th Division (Tng) Mobilization Plan.
- (3) Staff mobilization exercise designed to prepare for Ozark Warrior.

4. Concept of Operations:

a. Ozark Warrior - Annual Training - 90:

- (1) Exercise is designed to test and evaluate divisions ability to mobilize to FLW, MO.

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SUBJECT: Ozark Warrior - AT90

(2) The 98th Division will conduct and exercise a Mobilization Alert prior to Annual Training missions.

(3) Between the alert and moving to FLW, all participating units will perform or simulate all their Mobilization Plans/Procedures to include exercising the Mobilization Unit Movement Plan.

(4) At FLW, OSUT and BT Battalions will conduct unit displacement missions with their affiliation partners.

b. MOBEX Staff Exercise: The scenario will be developed by 98th Division and First United States Army staff. The exercise will be run by FUSA Staff. Participants will be required to review all mobilization procedures, fill out and forward required reports and deal with selected mobilization issues.

5. AT90 Missions:

Actual Battalions

a. 1st Bde	2 Bns	HUD	1/389, 4/389
	2 Bns	VUD	2/389, 3/389
b. 2nd Bde	2 Bns	MATC	1/390, 2/390
	1 Bn	HUD	3/390
c. 3rd Bde	2 Bns	MATC	1/392, 2/392
	1 Bn	HUD	3/392
	1 Bn	Train-Up	4/392
d. 4th Bde	2 Bns	VUD	1/98, 5/392
	2 Bns	Satellite	2/98, 3/98
e. Training Group	MATC	Support	1,2,3/391

6. Points of contact at this headquarters are CPT Hutson/MSG Keeney, (716) 338-7400, ext 258/259.

OZARK WARRIOR TIMELINE

16 JUN

18 AUG

WEEKS

	1	2	3	4	5	6	7	8	9
O									
S									
U									
T									

HHC, 98TH DIV

2D BDE HQs
TWO INCREMENTS

3D BDE HQs
TWO INCREMENTS

1ST BDE HQs
TWO INCREMENTS

3/390

4/389

BDE HUD

1/390

2/390

BDE MATC

3/392

1/389

2/392

3/389 VUD

TRAINUP 4/392

11B RETRAIN TO BE COMPLETED DURING
FFMOB TIME PERIOD (WEEKS THD)

4TH BDE HQs

5/392 VUD

1/98 VUD

2/98 - DT TRAINUP

3/98 - DT TRAINUP

TNG GRP HQ

1/391

3/391

2/391

LEADERSHIP ACADEMY

T G
N P
G

98TH DIVISION (TRAINING) ANNUAL TRAINING 1990

(AS OF 11-Oct-89)

UNIT	AT DATES	AT LOCATION	MISSION	REMARKS
HHC, 98th Div	28 Jul - 11 Aug 90	Ft Leonard Wood	Increments	Increments
LEAD ACAD	7 - 21 Jul 90	Ft Leonard Wood	DSS	
TRAINING GROUP				
HHC, Tng Gp	7 Jul - 21 Jul 90	Ft Leonard Wood	MATC Support	Including CEC's
1/391	16 Jun - 18 Aug 90	Ft Leonard Wood	MATC Support	
2/391	16 Jun - 18 Aug 90	Ft Leonard Wood	MATC Support	
3/391	4 Aug - 18 Aug 90	Ft Leonard Wood	MATC Support	
FIRST BDE				
HHC, 1st Bde	26 Jul - 16 Aug 90	Ft Leonard Wood	MATC	Two increments
1/389	28 Jul - 11 Aug 90	Ft Leonard Wood	MATC	
2/389	14 Jul - 28 Jul 90	Ft Leonard Wood	MATC	
3/389	26 Jul - 11 Aug 90	Ft Leonard Wood	MATC	
4/389	28 Jun - 14 Jul 90	Ft Leonard Wood	MATC	
SECOND BDE				
HHC, 2nd Bde	14 Jun - 7 Jul 90	Ft Leonard Wood	MATC	Two increments
1/390	14 Jun - 30 Jun 90	Ft Leonard Wood	MATC	
2/390	21 Jun - 7 Jul 90	Ft Leonard Wood	MATC	
3/390	16 Jun - 30 Jul 90	Ft Leonard Wood	HUD	
THIRD BDE				
HHC, 3rd Bde	7 Jul - 28 Jul 90	Ft Leonard Wood	MATC	Two increments
1/392	12 Jul - 28 Jul 90	Ft Leonard Wood	MATC	
2/392	26 Jul - 11 Aug 90	Ft Leonard Wood	MATC	
3/392	12 Jul - 28 Jul 90	Ft Leonard Wood	HUD	
4/392	16 Jun - 18 Aug 90	Ft Leonard Wood	MATC	
FOURTH BDE				
HHC, 4th Bde	3 Aug - 17 Aug 90	Ft Leonard Wood	VUD	
1/98	3 Aug - 17 Aug 90	Ft Leonard Wood	VUD	
2/98	3 Aug - 17 Aug 90	Ft Leonard Wood	VUD	
3/98	3 Aug - 17 Aug 90	Ft Leonard Wood	VUD	
4/98	3 Aug - 17 Aug 90	Ft Leonard Wood	VUD	

98TH DIVISION (TRAINING) ANNUAL TRAINING 1990

(AS OF 11-Oct-89)

UNIT	AT DATES	AT LOCATION	MISSION	REMARKS
1209TH USA6				
HHC, 1209th	22 Oct - 4 Nov 89	Ft Drum		
464th En Bn	8 - 22 Jun 90	Deep Woods, Maine	AT w/CAPSTONE HQs	
479th En Bn	5 - 19 May 90	Ft Drum		
770th En Co	5 - 19 May 90	Ft Pickett		w/192d Engr Bn
HHC, 413th S&S Bn	7 - 21 Jul 90	Ft A.P. Hill, VA		
1018th S&S Co	4 - 18 Aug 90	Ft Drum		w/42d Div
1019th S&S Co	2 - 16 Jun 90	Ft Drum		w/26th Div
121st Chem Det	4 - 18 Jun 90	Ft Lewis, WA	AT w/ CAPSTONE HQs	
2365th USAISC Det	20 Oct - 10 Nov 89	Co Edwards, MA		
359TH SIGNAL BDE				
HHC, 359th Sig Bde	Year Round	Home Station	RCOOT	
425th MID	2 - 14 Apr 90	Charlottesville, VA	FSTC	
454th MID		Charlottesville, VA	FSTC	
HHC, 98th Sig Bn	Year Round	Home Station		
969th Maint Co		Ft Hood, Texas		AT w/969th Maint Co
319th OD Det		Ft Hood, Texas		AT w/969th Maint Co
434th Maint Det		Ft Hood, Texas		AT w/969th Maint Co
978th OD Det		Ft Hood, Texas		
HHC, 300th Ord Bn		Seneca Army Depot		
409th PS co	16 Jun - 18 Aug 90	Ft Leonard Wood, MO	Support 98th Div (Tng)	
277th OM Co	9 - 23 Jun 90	Ft Hood, TX		w/49th Div
HHC, 332d Ord Bn	20 Jul - 11 Aug 90	Ft Drum		
962d Ord Co	4 - 18 Aug 90	Ft Drum		Increment 1
	11- 25 Aug 90	Ft Drum		Increment 2
309th Ord Co		Seneca Army Depot		
1151st USARFS	29 Jul - 10 Aug 90	Indiantown Gap, PA	MOS	
1157th USARFS	29 Jul - 10 Aug 90	Ft Dix, NJ	MOS	
1159th USARFS	8 Jul - 20 Jul 90	Indiantown Gap, PA	MOS	

12 October 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Individual Training Evaluation Program (ITEP)

1. Current Policy governing the ITEP is contained in AR 350-37, para 4-4. The reference states that all reserve soldiers in grades E-1 thru E-7 will take their SQT once every 2 years. Soldiers may be tested annually at the discretion of the Commander. Annual Testing is encouraged by this command. As per AR 350-37, AGR/AC soldiers E-1 through E7 must test annually. RC soldiers will take the SQT corresponding to their duty MOS and at the skill level commensurate with their grade (i.e. - a SPC 75B10 filling a 71L20 slot would take the 71L10 SQT).

2. Testing is done at unit level with completed Marksense Forms (MSF) sent to Fort Eustis thru the division TSO. Quality control is performed at unit, Bn, Bde, and division level to insure MSF are sent to Fort Eustis error free. The quality control performed at unit level and at some Bn, Bde levels is currently not up to standard and needs to be addressed by unit commanders to insure that it improves. All SQT material is ordered by the units thru Division, who in turn requests it from Fort Eustis and upon receipt, distributes it to the appropriate units.

3. An important part of the ITEP is the Commanders Evaluation. This is an area that needs the immediate attention of all commanders. As stated in the referenced AR, the commanders evaluation provides commanders and supervisors a way to conduct actual hands-on MOS specific training on selected tasks within the unit. It allows the evaluation of individual training proficiency in a decentralized mode, but somewhat structured environment. It also allows soldiers an opportunity to demonstrate skill proficiency for EPMS purposes, supplementing written SQT results. As part of the unit training program, battalion and company level commanders will routinely evaluate soldier ability to perform MOS-specific and common tasks critical to the unit mission. As stated earlier, this area is one that is not currently being used, and that is unacceptable. Commanders at all levels should take advantage of this valuable training tool.

4. CTT is done by regulation annually for all soldiers, both RC and AGR/AC. Although a completed MSF is no longer a requirement for CTT, testing is still required, and completion of the CTT hands-on evaluation sheets must still be completed and should be kept with a soldiers training records. The completed evaluation sheets are an IG inspection item.

AFKA-GCD-GCIT

SUBJECT: Individual Training Evaluation Program (ITEP)

5. Beginning in FY 90, commanders will be given the opportunity to "tailor" their soldiers SQT to better reflect their job proficeincy. Tailoring allows commanders to delete any tasks from the SQT based on wartime mission, METL, and equipment. Instructions for tailoring certain SQT's have already gone out and more will be forthcoming as the year progresses.

6. Currently a new division PAM 350-37 is being written and the target date for release is 2 JAN 90. The pam will detail how ITEP is to be done division-wide. However, DA PAM 350-37 and AR 350-37 will still be the governing regulations and will always take precedence over the division PAM.

7. Listed below are SQT stats for FY 89. These stats reflect the number of soldiers tested, the number of soldiers that scored 60 or above, and the percentage for each unit shown. These figures were determined by the test rosters and MSF's received by division thru 30 SEP 89.

UNIT	# TESTED	# PASSED	% PASSED	SEE NOTE
HHC, 98TH	92	33	36	17
TNG GP	18	6	33	2
SPT CO LOG GP	19	14	74	0
HQ, 1ST BDE	14	4	29	5
1/389/1	0	0	0	0
2/389/1	22	8	36	0
3/389/1	23	11	51	1
4/389/1	32	16	50	0
HQ, 2D BDE	8	5	63	0
1/390/2	47	11	23	10
2/390/2	27	11	40	4
3/390/2	54	27	50	11
1/391/2	101	25	25	0
2/391/2	32	8	25	2

AFKA-GCD-GCIT

SUBJECT: Individual Training Evaluation Program (ITEP)

UNIT	# TESTED	# PASSED	% PASSED	SEE NOTE
HQ, 3D BDE	8	5	63	0
1/392/3	75	12	16	2
2/392/3	42	23	55	1
3/392/3	38	10	26	0
3/391/3	65	21	32	6
HQ, 4TH BDE	62	24	39	0
1/98/4	11	0	0	11
2/98/4	73	44	60	11
3/98/4	15	11	73	0
LDSHP ACAD	5	4	80	0
1209TH & 2365TH	110	50	45	17
413TH S&S	7	5	71	0
1018TH S&S	42	27	64	0
1019TH S&S	20	5	25	1
464TH EN BN	265	75	29	63
479TH EN BN	257	121	47	19
770TH EN CO	12	10	83	0

AFKA-GCD-GCIT

SUBJECT: Individual Training Evaluation Program (ITEP)

UNIT	# TESTED	# PASSED	% PASSED	SEE NOTE
359 SIG BDE	29	15	50	5
98TH SIG BN	17	11	71	0
969TH MAINT CO	55	33	62	13
300D ORN BN	28	11	39	10
277TH QM CO	31	18	58	0
409TH PSC	40	11	28	0
332D ORD BN	38	30	79	1
309TH ORD CO	55	40	73	1
962D ORD CO	130	102	78	6

AFKA-GCD-GCTT

SUBJECT: Individual Training Evaluation Program (ITEP)

TOTALS BY MSC

MSC	# TESTED	# PASSED	% PASSED	SEE NOTE
1ST BDE	111	39	35	16
2D BDE	269	87	32	29
3D BDE	226	71	32	17
4TH BDE	151	79	53	12
1209TH USAG	719	293	41	99
359 SIG BDE	423	271	65	36
TNG GP	37	20	55	2
HHC, 98TH DIV	92	33	36	17
1151ST USARF	10	7	70	0
1157TH USARF	9	6	66	1
1159TH USARF	2	2	100	

TOTALS FOR THE DIVISION

# TESTED	# PASSED	% PASSED	SEE NOTE
2024	908	45	210

NOTE: * = Soldiers who have tested but have not yet been scored.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: USARF Schools Utilization/RC-STRIPES Workshop Submittals for TY 90

1. The objectives of the Reserve Component Standard Training Requirements Identification Program and Enrollment System (RC-STRIPES):

a. To assist commanders in identifying individual training requirements and developing training strategies to qualify soldiers within 1 year of assignment to their duty station.

b. To program training and increase attendance of nonqualified soldiers in MOS, NOOES, OES, and all other individual training courses.

c. To maximize use of RC training opportunities.

d. To provide early identification of resources required to support school programs (i.e. funding, training materials, instructors, equipment, facilities, and training areas).

e. To identify AT requirements.

f. To provide a basis for identification of individual training requirements before development of the Command Operating Budget.

2. Enclosure 1 shows the RC-STRIPES Training Year Cycle. There are two forms used by the unit commander:

a. FORSCOM 216-R RC-STRIPES INDIVIDUAL TRAINING REQUIREMENTS WORKSHEET

(1) Used by the unit commander to identify requirements for the next training year and how he intends to accomplish them. The unit commander submits them to the appropriate training council at both the RC-STRIPES Winter and Summer Workshops.

(2) Used by the USARF Schools, the 98th Division and First US Army to identify resources necessary to accomplish the school programs, both IDT and AT/ADT.

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SUBJECT: USARF Schools Utilization/RC-STRIPES Workshop Submittals for
TY 90

b. FORSCOM 232-R USARF SCHOOL ENROLLMENT APPLICATION

c. Both forms are available from the USARF Schools and may be
locally reproduced.

3. Enclosures 2, 3, and 4 show the utilization data of the three
USARF Schools as reflected in enrollment forms submitted by the units
of the MSC's to the schools. Data was compiled on 8 Sep 89 following
the completion of all RC-STRIPES Summer Workshops. In total there is
a significant drop in requirements from those projected at the
RC-STRIPES Winter Workshops and the enrollments submitted at the
RC-STRIPES Summer Workshops.

4. Point of contact is Mr. Streb, (716) 338-7400, ext 272 or Tuesday
evenings, MAJ Kirk, ext 238.

RC-STRIPES TRAINING YEAR CYCLE

OCTOBER-NOVEMBER

UNIT CDR:
DETERMINE TRAINING
REQUIREMENTS FOR NEXT
TRAINING YEAR

OUT FYM:
SOLDIER/STUDENT ENROLLED

DECEMBER-JANUARY

UNIT CDR:
PREPARE 216-R
REFINING 1DT AND AT
TRAINING REQUIREMENTS

AUGUST-SEPTEMBER

USARF SCHOOL
-FINALIZE 1DT COURSE
SCHEDULE
-NOTIFY UNITS AND
STUDENTS OF ENROLLMENT

FEBRUARY
RC-STRIPES WINTER WORKSHOPS

UNIT CDR:
SUBMIT 216-R TO USARF SCHOOL

USARF SCHOOL:
USE 216-R TO PROJECT:
-TENTATIVE 1DT COURSE SCHEDULE
-HIRING OF INSTRUCTORS
-ORDER CLASS MATERIAL

JULY-AUGUST
RC-STRIPES SUMMER WORKSHOP

UNIT CDR:
-SUBMIT 232-R TO USARF
SCHOOL

MAY-JULY

UNIT CDRS:
-REFINE 1DT REQUIREMENTS
-PREPARE 232-R ENROLLMENT FORMS
FOR UPCOMING TNG YEAR
-REFINE 216-R PROJECTION OF
1DT/AT/ADT TNG REQUIREMENTS

MARCH-APRIL

USARF SCHOOL
-SUBMIT 221-R TO MUSARC
FOR FORWARDING TO COMUSC TO
PROJECT AND PROGRAM RESOURCES
FOR COURSE SCHEDULES AND TNG
REQUIREMENTS FOR THE NEXT TNG
YEAR

FOR MORE INFORMATION: CONSULT
FORSCOM/TRABDOC REGULATION 135-2

1151ST USARF SCHOOL RC-STRIPES WORKSHOP SUBMITTALS

MSC	WINTER	SUMMER	DIFF	MOSQ % 31 AUG	REMARKS
HHC 98TH	0	0	0	80	
TNG GP	0	0	0	66	
1 BDE	0	0	0	55	
2 BDE	65	96	31	63	
3 BDE	0	0	0	77	
4 BDE	125	111	-14	61	
1209 USAG	0	0	0	71	
359 SIG	34	0	-34	72	
1151 USARF	0	0	0	79	
1157 USARF	0	0	0	73	
1159 USARF	0	0	0	93	
TOTAL	224	207	-17		

1157TH USARF SCHOOL RC-STRIPES WORKSHOP SUBMITTALS

MSC	WINTER	SUMMER	DIFF	MOSQ % 31 AUG	REMARKS
HHC 98TH	0	0	0	80	
TNG GP	0	0	0	66	
1 BDE	113	31	-82	55	
2 BDE	0	1	1	63	
3 BDE	0	11	11	77	
4 BDE	1	5	4	61	
1209 USAG	72	24	-48	71	
359 SIG	3	8	5	72	
1151 USARF	0	0	0	79	
1157 USARF	11	15	4	73	
1159 USARF	0	0	0	93	
TOTAL	200	95	-105		

1159TH USARF SCHOOL RC-STRIPES WORKSHOP SUBMITTALS

MSC	WINTER	SUMMER	DIFF	MOSQ % 31 AUG	REMARKS
HHC 98TH	55	15	-40	80	
TNG GP	91	6	-85	66	
1 BDE	34	6	-28	55	
2 BDE	0	10	10	63	
3 BDE	142	3	-139	77	
4 BDE	0	0	0	61	
1209 USAG	138	29	-109	71	
359 SIG	107	29	-78	72	
1151 USARF	0	0	0	79	
1157 USARF	0	0	0	73	
1159 USARF	3	3	0	93	
TOTAL	570	101	-469		

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Reserve Component Noncommissioned Officers Education System (RCNCOES) and Functional Courses

1. GENERAL: The TY 90 Guidance, Schedules and Quota Allocations for NOOES, Functional Courses and Special Mission MOS Courses have been distributed.

2. RCNCOES - Applications will be processed on a first-come, first-serve basis only. With the expanded implementation of ATRRS, it is imperative that applications be submitted to this office NLT 60 days prior to the class start date. This office must have the applications to First US Army NLT 45 days prior to the class start date to ensure that we do not lose our quotas.

a. PLDC - PLDC will be conducted at the Region I, NCO Academy, Fort Indiantown Gap, PA. Soldiers must report NLT 2400 on the day prior to the class start date thereby requiring one (1) travel day. To avoid having soldiers sent home from the Academy, Commanders need to ensure that Soldiers have at least one year remaining on their current enlistment contract prior to reporting to the Academy. If the Soldier has less than one year, he or she must extend or reenlist to meet this requirement. However, if the Soldier has a bonus MOS or is assigned to a bonus unit, he or she must submit a memo of intent to reenlist.

b. BNCOOC Phase I - Soldiers must attend this Phase by enrollment at a RF School in the IDT mode (3 weekends). Enrollment in the 8-day AT/ADT course First US Army NCOA, Fort Indiantown Gap, PA will be by exception only for those soldiers who cannot attend during the IDT mode and must be approved by First US Army. All requests must include a complete justification.

c. BNCOOC Phase II - The following are MOS's which have been implemented for TY 90: 11B, 11C, 12B, 12C, 13B, 13F, 31M, 51H, 54B, 63N, 67N, 67V, 71L, 71M, 72E, 75B, 75C, 75D, 75E, 76V, 76Y, 77F, 88M, 88N and 94B.

d. ANCOOC Phase I - Soldiers will attend in the IDT mode at a RF School. Enrollment in the AT/ADT mode at Fort Indiantown Gap, PA will be by exception only for those soldiers who cannot attend during the IDT mode and must be approved by First US Army. All requests must include a complete justification. This Phase includes a 4-day FTX which will be conducted at First US Army NCOA, Fort Indiantown Gap,

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SUBJECT: Reserve Component Noncommissioned Officers Education System (RCNCOES) and Functional Courses

PA, 11 and 18 May 1990 (for soldiers attending the 1157th and 1159th RF School classes). The location of the FTX for soldiers attending the 1151st RF School classes will be announced at a later date.

e. United States Army Sergeants Major Academy (USASMA) - The announcement for submission of applications is normally made around March/April each year with the applications due at First US Army around 15 May. Two (2) options exist for enrollment in USASMA: (1) six month resident course at Fort Bliss, TX; and (2) Corresponding Studies Program which requires a two-week resident phase at Fort Bliss, TX.

3. FUNCTIONAL COURSES:

a. First Sergeant Course - First US Army will not allocate quotas for this course. Applications will be accepted on a first-come, first-serve basis.

b. Senior NCO Battle Staff Course - RC:

(1) This is a new course which was recently developed by the US Army Sergeants Major Academy. It is designed to prepare battle staff NCO's for wartime responsibilities and to align RC NCO training with RC officer training. The course will train principal staff NCO's in basic staff functions and procedures at the battalion, brigade and division level.

(2) One class will be conducted at First US Army NCOA, Fort Indiantown Gap, PA on 25 Aug 90. The Division has been allocated 2 seats. Applications will be accepted on a first-come, first-serve basis.

4. Special Mission MOS Courses - First US Army will not publish/distribute the final circular until the March/April time frame. MSC commanders need to ensure that soldiers are enrolled in IDT phases of these courses as applicable.

5. AGR MOS Courses, NCOES and Functional Courses:

a. NCOES- PLDC, BNCOE and ANCOE. Effective immediately, AGR soldiers will no longer submit applications (DA Form 4187) to attend NCOES. Selection for attendance will be the same as is for Active Component soldiers - through an automated selection system at ARPERCEN. Soldiers selected will be notified by ARPERCEN through the Full Time Management System.

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SUBJECT: Reserve Component Noncommissioned Officers Education System (RCNOES) and Functional Courses

b. MOS Courses - Applications will continue to be made by utilization of DA Form 4187.

c. Functional Courses - To attend the FSC, soldier must be in a 1SG position or selected to occupy a 1SG slot upon completion of the course.

d. USASMA - Must be E8 or E9, selected by a Department of the Army Board, meet the prerequisites of the course as specified by the Academy, submitted through normal command channels.

6. ADMINISTRATIVE: The following are shortfalls which were consistent at all schools during TY89 and which we need to pay closer attention to this year:

a. ORDERS: Soldiers reporting without orders and/or orders that had been reproduced without the reverse side (notes missing).

b. WEIGHT: Overweight soldiers were allowed to depart home station. Soldiers were not screened ten (10) days prior to school report date. Body fat calculation sheets (DA Form 5500-R) were not legible, signed, dated or were outdated; numbers and percentages were crossed out and new figures written in.

c. MEDICAL: Soldiers reporting with temporary medical profiles. SOLDIERS WITH TEMPORARY MEDICAL PROFILES ARE NOT TO REPORT TO NOES AND SOME MOS SCHOOLS.

d. PAY: Soldiers were not advised of pay procedures and whether or not they would be paid at school or upon return to home station.

e. CLOTHING/EQUIPMENT: Soldiers reporting without required items of clothing and/or equipment including ID tags and outdated ID cards.

f. BRIEFING: Soldiers were not briefed by their Commander, First Sergeant or Section Sergeant prior to departing home station.

g. FORSCOM Form 1058-R: Very close attention and monitoring needs to be given to these forms. They are being submitted incomplete and with inaccurate information.

7. POC this headquarters is SFC Johnson, (716) 338-7400, ext 233.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Officer Education System

1. Quota Management Guidance - ARPERCEN expects TY 90 funding to be at the same level as TY89. The following training priorities will continue to be used for ARPERCEN funding and quota allocations:

- a. Captains needing to finish OAC for their Majority board (5-7 TIG).
- b. Lieutenant Colonels needing to finish C&GSC for the Colonel board.
- c. Majors needing to finish the first half of C&GSC for the Lieutenant Colonel board.
- d. Junior Captains and Lieutenants who have started OAC and need to finish within the three year window.
- e. All others.

ARPERCEN does not expect to get much farther than c or d priority. Justification must be provided with applications for training when looking at ARPERCEN funding (ADT). Division guidance is to attend schools in an AT status where possible. There will be NO approvals for active component OAC. All FORSCOM Forms 1058-R for officer education are due at this headquarters NLT 1 March 1990.

2. Officer Basic Course - All Second Lieutenants are required to complete their basic branch course in residence within thirty six (36) months of accepting their commission. After talking to their PMO at ARPERCEN, a FORSCOM Form 1058-R must be forwarded to this headquarters, Attn: AFKA-GCD-GCIT, with a physical not more than 18 months old at the class start date, as well as a negative HIV test not more than six (6) months old. These applications MUST be forwarded through command channels for approval.

3. During TY 89 the Reserve Component Officer Advanced Course was revised to standardize the curricula. The new structure of ROCAC is three phased and is as follows:

Phase I	Company Command Module (2 week resident)
Phase IIa	Common Core (RF School-IDT/ ACCP)
Phase IIb	Branch Specific (ACCP)
Phase III	Branch Specific (2 week resident)

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SUBJECT: Officer Education System

Students are not required to take phases IIa & IIb prior to phases I & III. Please note - due to an increase in instructional material, some branches are beginning instruction on the first Sunday, asking students to report on Saturday.

4. Tentative dates for ROOAC are listed below for planning purposes:

Branch	Phase	Dates
AG	I	4-16 June 1990
AD	I	TBA
AR	I	3X May - July
AV	I	TBA
CA	I	TBA
CH	I	11-23 February, 5-17 August 1990
	IV*	6-18 May 1990
CM	I	TBA
EN	I	27 November - 8 December, 19-30 March, 6-17 August 1990
	IIIa**	(Combat Engineer) 18-29 June 1990
	IIIb	(Construction Engineer - Vertical & Horizontal) 9-20 July 1990
FA	I	TBA
FI	I	18-30 June 1990
IN	I	4-17 March, 3-16 June, 29 July - 11 August 1990
	III	18-31 March, 17-30 June 1990
JAG	I	17-30 June 1990
MC	I	ACCP only
MI	I	TBA
MP	I	13-26 May 1990, July 1990 TBA
MS	I	1-13 July, 22 July - 3 August 1990
QM	I	18 February - 3 March, 6-19 May, 5-18 August 1990
SC	I	TBA
TC	I	TBA

*Appears to be following the old 4 phase system

**Two tracks depending on duty position and experience

Branches which listed dates TBA should release dates by January 1990. Firmer dates and the locations will be announced by separate memorandum as they become available.

AFKA-GCD-GC

SUBJECT: Officer Education System

5. Combined Arms and Service Staff School (CAS3) is not yet required for Reserve Component Officers, but, "it has been called the most important development in officer education in the twentieth century." The 1151st RF School is coordinating the enrollment of eligible officers in phase I of CAS3, the correspondence phase. This phase must be finished by July 1990, in order for the officer to be eligible for segment 2 of Phase II, which the 1151st RF School is offering in TY91.

a. Course description: Phase I - 140 hour Correspondence phase, which must be completed prior to enrollment in Phase II. Phase II - 3 Segments: 1. Annual Training - Dover, DE, Jul, Aug 1990. 2. IDT/ADT (6 MUTAs), location TBD, Oct 90 - May 91. 3. Annual Training - Dover, DE - June, Aug 1991.

b. Eligibility Criteria: Reserve Component, OAC complete, senior First Lieutenants, Captains, junior Majors at battalion staff and company command levels. AC/AGR are not eligible to attend RC-CAS3 and must attend the AC course.

6. Military Qualification System - FM 25-1 states the basic Army philosophy of training and emphasizes that commanders are primary trainers. "They personally train each direct subordinate." This is an area that has been sorely neglected and MUST receive more emphasis to raise junior officer development to it's proper level. Current problems in training management reflect the need for trained and fully developed junior officers.

MQS is structured into three levels:

MQS I	Precommissioning training for all cadets and candidates.
MQS II	Begins upon graduation from OBC and continues until promotion to Captain.
MQS III	Will extend the system to Captains until promoted to Major.

MQS applies to all Lieutenants and Captains who have graduated from OBC after January 1987. All branches have developed MQS II manuals and are distributed at the end of OBC to the individual officers, but also should be available in your unit library for all officers. STP 25-11-MQS, Commanders and Supervisors Guide for MQS, dated February 1987, provides a guide to build a professional development program for junior officers. Junior officers' 67-8-1's should be reflecting MQS goals, both MQS tasks and selections from the directed reading program.

7. POC this headquarters is CPT Culp, (716) 338-7400, ext 232.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Initial Drill Sergeant School Requirements/Options

1. References: a. TRADOC Regulation 350-16
b. Annex BP, 98th Division (Tng) SOP
c. TRADOC 1987 POI, USAR Drill SGT Course
2. Initial Drill Sergeant Qualification Training in the 98th Division is conducted by Leadership Academy, under the auspices of the G3. IAW references 1a and 1c above, only Leadership Academy (LA) is authorized to conduct a Drill Sergeant School.
3. In TY 90 the program provides two (2) class starts January and July. The Program of Instruction (POI) requires twelve (12) months to complete, including an Annual Training period. Enrollments are close-ended, i.e. once a class has begun no other soldiers may be enrolled in that class. Applications can be forwarded on a year round basis, and are due at Leadership Academy NLTF 30 November and 31 May respectively. Applications received after these dates will be enrolled for the next class.
4. If there is sufficient demand, Leadership Academy will also conduct a six (6) month Drill Sergeant Program. This program will start with a two (2) week Annual Training at Fort Leonard Wood (FLW), 24 March-7 April 1990. It will be followed by six (6) months of IDT-MUTA 5's at one central location, Mattydale, NY. The class will then be followed by a second Annual Training at FLW, tentatively scheduled for October 1990. It is important to note that soldiers who consider this option must be able to perform two Annual Training periods (4 weeks total) six months apart. Applications for this program must be received at LA NLTF 31 Jan 90 or this program will not be conducted.
5. POC is Mr. O'Hanlon, Leadership Academy, (315) 454-3613.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Drill Sergeant School Class 2-88

1. The following chart is an analysis of Drill Sergeant School Class 2-88.
2. Additional emphasis needs to be placed on eliminating the largest loss category: non-attendance. It is vital to the program that applicants be properly selected to insure they are properly prepared mentally and physically. The applicants need to understand that this is a challenging and demanding program. The soldiers must be motivated and sufficiently experienced to meet the rigors of the Drill Sergeant Program. Commanders need to visually display concern for their DS candidates by mentoring them and continuously following their progress through the training program.
3. POC is MSG Randall, Leadership Academy, (315) 454-3613.

LEADERSHIP ACADEMY
STATISTICAL DATA
DRILL SERGEANT CLASS 2-88

	1 BDE	2 BDE	3 BDE	4 BDE	TNG GP	TOTAL
APPROVED APPLICATIONS	26	19	27	19	12	103
NUMBER STARTED COURSE	25	18	27	18	12	100
LOSSES	14	12	14	11	5	56
COMPLETED COURSE	11	6	13	7	7	44
<hr/>						
<u>REASON FOR LOSS</u>						
NON ATTENDANCE	9	8	10	9	8	34
MOTIVATION	1	2	0	1	1	5
TRF TO IRR	2	0	0	0	1	3
CHANGE OF RESIDENCE	0	1	2	0	0	3
REENROLL CLASS 1-89	0	1	0	0	2	3
JOB CONFLICT	1	0	1	0	0	2
PERSONAL PROBLEMS	0	1	0	0	1	2
ENLIST IN REGULAR ARMY	0	0	1	0	0	1
ETS	1	0	0	0	0	1
ENLIST IN NATIONAL GUARD	0	0	0	1	0	1
AWOL FROM ANNUAL TRAINING	0	1	0	0	0	1
TOTALS	14	12	14	11	5	56

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: 98th Division Marksmanship Training & Competition

1. Entry Process: Attendance at Division Marksmanship Training Schools is required in order to be selected to Division Marksmanship Rifle and Pistol Teams or selection to Division Special Marksmanship Training units. Division marksmanship schools are held twice per training year (usually April and September). Entry into the schools maybe implemented via two methods:

a. Selected by unit commander based on individual soldier's weapons qualification scores and/or a demonstrated ability to instruct marksmanship fundamentals.

b. Individual soldier's who have experience in either Marksmanship Competition and are NRA (National Rifle Association) classified and/or have a strong desire to improve marksmanship training abilities may apply directly to the 98th Division HQ Special Marksmanship Training Units office, (716) 338-7400 ext. 372. Applications should include the soldiers name, rank, SS number, unit assignment, home phone and work phone and a resume of marksmanship competition and training experiences.

2. Division Team Selection: The 98th Division Marksmanship Competition Program consist of the following teams:

- Precision Pistol (45 Cal & 22 Cal)
- Precision Rifle (M-14 7.62 Cal)
- Combat Pistol (45 Cal Service Pistol)
- Combat Rifle (M-16A1 5.56 Cal)
- M-60 Machine Gun
- Sniper Team (M-14 7.62 Cal)

3. Selection to the above teams is implemented annually at the April Marksmanship Training Schools. Soldiers demonstrating outstanding ability with either service pistol, service rifle, M-14 rifle or M-60 machine gun are selected to represent the 98th Division at the annual FORSCOM Matches held at Quantico Marine Corps Base in Virginia. It should be noted that FORSCOM requirements are that each team composition must include 50% new shooters on each team. Also members of the Combat Pistol and Rifle Teams and the M-60 Machine Gun Team must come from the same Battalion. Team members selected to represent the Division are provided weapons, ammunition, and equipment. However, for the most serious, dedicated shooter, there may be some personal expenses involved.

AFKA-GCD-GC

SUBJECT: 98th Division Marksmanship Training & Competition

4. Division Special Marksmanship Training Unit Selection: The Division Special Marksmanship Training Unit is required to conduct Marksmanship Training Schools annually for Division Unit Marksmanship Trainers and unit personnel who desire to improve their marksmanship capabilities for annual weapons qualification purposes. The SMU is also responsible for conducting annual follow-up weapons qualification schools for those soldiers who have not qualified or failed to qualify with their assigned weapon during the training year. Along with the Division Team members, soldiers who complete the SMU Marksmanship Training Schools in April of each year may be selected to the Division Special Marksmanship Training Units. These individuals will:

a. Assist Division SMU personnel in conducting annual marksmanship training schools for Division units marksmanship trainers (i.e. Train-the-Trainer Schools) and assist with implementation of weapons follow-up qualification activities.

b. Practice with Division Team members in order to improve marksmanship skills for future consideration for selection to a Division Team and representation at higher level competitive events (1st Army Team, All Reserve Team).

c. SMU personnel will train new members to become proficient marksmanship instructors, trainers, range operators, and range safety NOO's.

5. Points of contact for 98th Division Special Marksmanship Activities are CPT Clark/SFC Brown, Tuesday evenings, (716) 338-7400, ext 372.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: ROODT Update

1. Annually, FORSCOM develops and publishes a Five Year ODT plan that identifies units/cells selected for participation in CONUS exercises, by year, for the succeeding five years.

2. Responsibilities.

a. Operations Section, G3:

(1) Review the CAPSTONE mission, training and readiness status of all units/cells nominated for CONUS exercises. Provides notification to unit of it's selection.

(2) Ensure unit receives guidance from it's CAPSTONE higher for the development of a three year training plan and calendar to plan training and evaluation of the unit prior to CONUS training.

(3) Coordinate for training assistance and support from MAC/MTC, Mobile Training Teams (MTT), etc as required.

(4) Ensure preparation of unit prior to participation in CONUS exercises.

(5) Evaluate Exercise After Action Reports (AAR) and disseminate lessons learned to other units scheduled for CONUS participation.

(6) Ensure units are informed of all changes to the ODT plan in a timely manner.

b. Units participating in ROODT missions.

(a) Be prepared to perform the ROODT mission.

(b) Inform Operations Sections, G3 of all proposed changes.

(c) Submit an AAR IAW the attached sheet.

3. Attached as an enclosure is a listing of all ODT missions scheduled for the 98th Division (Tng) during FY 90.

AFKA-GCD-GC

SUBJECT: RCOOT Update

4. Headquarters, 98th Division (Tng) has the final approval of all RCOOT Plans. If a units CAPSTONE higher indicates an ODT plan has changed, the unit must obtain confirmation in writing from their CAPSTONE higher and forward it to the G3, 98th Division (Tng) for coordination through the chain of command.

5. POC this headquarters is CPT Hutson, (716) 338-7400, ext 258.

AFKA-GCD-GC
SUBJECT: RCOOT Update

RCOOT AFTER ACTION REPORT FORMAT

A. LEVEL OF PARTICIPATION

STATUS	ADSW	AT	TDY
# OF PERSONNEL	_____	_____	_____

B. FUNDING

TYPE	ADSW	AT	OMAR
PAY AND ALLOWANCES	XXXX	_____	_____
TRAVEL	XXXX	_____	_____
ADSW, OFFICER	_____	XXXXXX	XXXXXX
ADSW, ENLISTED	_____	XXXXXX	XXXXXX

C. WHETHER OR NOT THE MISSION WAS CAPSTONE ALIGNED AND THE PROBLEMS THIS CAUSED.

D. EFFECTIVENESS OF TRAINING, TRAINING OBJECTIVES AND OTHER TRAINING ISSUES AS APPLICABLE.

E. TYPE MISSION (BATTLE BOOK, COORDINATION CONFERENCE, EXERCISE, ETC)

F. ANY SPECIFIC PROBLEMS WITH TRANSPORTATION.

G. RECOMMENDATIONS FOR PROGRAM IMPROVEMENT.

H. ANY OTHER PROBLEMS ENCOUNTERED.

AFKA-GCD-GC

SUBJECT: ROODT Update

1990 ROODT SCHEDULE

AS OF: 29 SEP 89

<u>LINE</u>	<u>UNIT</u>	<u>PAX</u>	<u>SPONSOR</u>	<u>LOCATION</u>	<u>DATES</u>
85200A	277TH QM CO	2	7 CS GP	CRAILSHEIM	900506-0512
89820A	332D OD BN	12	101 OD BN	SCHWABISCH HALL	900318-0401
89820B	332D OD BN				DELETED
00171A	359TH SIG BDE	5	IX CORPS	CP ZAMA, JP	900121-0204
00171B	359TH SIG BDE	4	IX CORPS	HAWAII	900516-0526
00171C	359TH SIG BDE	2	IX CORPS	CAMP ZAMA	900310-0324
00171D	359TH SIG BDE	2	IX CORPS	CAMP ZAMA	900714-7284
00171E	359TH SIG BDE	4	IX CORPS	SENDAI	900121-0204
04050A	359TH SIG BDE	5	1 SIG BDE	CP TANGO	900310-0324
04050B	359TH SIG BDE	10	1 SIG BDE	CP TANGO	900818-0901
26340A	413TH CS BN				DELETED
26340B	413TH CS BN (DELETION REQUESTED)	4	7 TAACOM	RHEINBERG	891014-1021
26340C	413TH CS BN	2	7 TAACOM	RHEINBERG	900505-0512
70470A	464TH EN BN	6	130 EN BDE	HANAU	900602-0616
70470B	464TH EN BN	5	130 EN BDE	HANAU	900106-0127
69950A	479TH EN BN	4	130 EN BDE	HANAU	900210-0224
69950B	479TH EN BN	20	130 EN BDE	HANAU	900108-0128

AFKA-GCD-GC
SUBJECT: ROODT Update

1990 ROODT SCHEDULE

AS OF: 29 SEP 89

01250A	1018TH CS CO	4	19 SUPCOM	TAEJU	900609-0623
01250B	1018TH CS CO	10	19 SUPCOM	TAEJU	900303-0317
01250C	1018TH CS CO	10	19 SUPCOM	TAEJU	900317-0331
48400A	770TH ENG CO (DELETION REQUESTED)	2	18 ENG BDE	FRG/BEL	900317-0331
46180A	770TH ENG CO	2	412TH ENG	GERMANY	900317-0331
25400A	409TH PSC	2	54TH ASG	RHEINBERG	900505-0512
26420A	1019TH CS CO	2	543D ASG	BREMERHAVEN	900505-0512

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobile Training Teams (MIT) for TY 90

1. The following is a list of currently planned Mobile Training Teams (MIT) dates in preparation for TY 90:

<u>UNIT</u>	<u>DATE</u>	<u>PURPOSE</u>
1st Bde	21-22 Apr 90	EOCT/APFT
2/390	3 Feb 90	Train the Trainer
3/390	3 Feb 90	Train the Trainer
1/390	3 Feb 90	Train the Trainer
4th Bde	2-3 Jun 90	EOCT/APFT
3rd Bde	5-6 May 90	EOCT
3rd Bde	8 Apr 90	APFT
2nd Bde	3 Jun 90	APFT
2nd Bde	19-20 May 90	EOCT
LA	17-19 Nov 89	Cmdt Conf
LA	23-25 Feb 90	DSPDC
LA	2-3 Jun 90	School Visit
LA	9-10 Jun 90	School Visit

2. Points of contact at this headquarters are CPT Torres/MSG Heckman, (716) 338-7400, ext 370.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobilization Update

1. The 98th Division (TNG) recently submitted a proposed mobilization schedule for all organic units (enclosed sheet) to FORSCOM for review and approval. A verbal confirmation/approval has been received.

2. The new schedule is designed to support Fort Leonard Wood's (FLW) mission upon mobilization. The actual arrival dates may vary depending on the needs of FLW and changes to the MOBAPRINT.

3. Under this new plan all personnel currently enrolled in Drill Sergeant School will be designated as key personnel and will mobilize and move to FLW as soon as NOAA, FLW is ready for them.

4. In addition, specific late deploying units will be designated to provide personnel to go to the ECS at Fort Drum to assist in returning the equipment at the ECS to the owning units. These personnel will report to the ECS immediately and finish Home Station processing at the ECS. These personnel will be released back to their units between M+15 and M+32 days.

5. The division is currently updating the Division MOBPLAN. It will probably go to the printers around 15 April 1990. After it is received all units will be required to update their MOBPLANS.

6. Partial Mobilization. In the event there is a partial mobilization prior to full mobilization the following units should be prepared to mobilize early:

a. HHC, Training Group; 1st Bn, 391st Regiment and 2d Bn, 391st Regiment.

b. HHC, 4th BT Brigade; 5th Bn, 392d Regiment and 1st Bn, 98th Regiment.

c. 1st Bn, 390th Regiment.

7. The semiannual mobilization workshop with Fort Leonard Wood will be held 3-6 Dec 89.

AFKA-GCD-GC

SUBJECT: Mobilization Update

8. The triennial mobilization staff exercise will be conducted 2-4 Mar 90. The updated Division MOBPLAN will be validated at this time.

9. The 98th Division Mobilization Improvement Program (98 MIP) is currently being staffed at division. This is the Division's counterpart to the FAMDIP and CAMDIP (The FORSCOM and CONUSA mobilization improvement programs). As soon as it is finalized, copies will be sent to all units.

10. All 200 k unit's need to be prepared to participate in a mobilization exercise during a MUTA 5 in 2d QTR 90. Units will be notified about 7 days prior to the start of the exercise if they are a participant. (Optimal Focus FY 90)

11. Points of contact this headquarters are CPT Hutson/MSG Keeney, (716) 338-7400, ext 258/259.

**PROPOSED MOBILIZATION SCHEDULE
(M+DAYS)**

98TH DIV UNIT DESIGNATION	UIC	HOME STATION M DAY	DEPART HS	ARRIVAL FLW	CONDUCT TNG	FLW UNIT DESIGNATION
HHC 98TH DIV	WVSWAA	M+1	M+5	M+7	M+14	HQ, FLW
IA			M+5	M+7	M+14	NCOA, FLW
DIV BAND	WVTAAA	M+1	M+5	M+7	M+14	
4TH BDE	WVUVAA	M+1	M+5	M+7	M+14	7TH BT BDE
4/98	WYLPAA	M+1	M+5	M+7	M+14	
CURRENTLY 5/392						
1/98	WVXYAA	M+1	M+12	M+14	M+21	
2/98	WVYLAA	M+1	M+26	M+28	M+35	
3/98	WVYMAA	M+1	M+33	M+35	M+42	7TH BT BDE
2D BDE	WVUTAA	M+1	M+82	M+84	M+91	AUGMENT
1/390	WVYBAA	M+1	M+5	M+7	M+14	HQ, 132D BDE
3/390	WVYDAA	M+1	M+19	M+21	M+28	132D OSUT BDE
2/390	WVYCAA	M+1	M+82	M+84	M+91	132D OSUT BDE
1ST BDE	WVUSAA	M+1	M+26	M+28	M+35	5TH OSUT BDE
1/389	WVX8AA	M+1	M+26	M+28	M+35	
2/389	WVX9AA	M+1	M+33	M+35	M+42	
3/389	WVYAAA	M+1	M+40	M+42	M+49	
4/389	WVZ7AA	M+1	M+47	M+49	M+56	5TH OSUT BDE
3D BDE	WVUUAA	M+1	M+54	M+56	M+63	6TH OSUT BDE
1/392	WVYGAA	M+1	M+54	M+56	M+63	
2/392	WVYHAA	M+1	M+61	M+63	M+70	
3/392	WVYJAA	M+1	M+68	M+70	M+77	
4/392	WYLNAA	M+1	M+75	M+77	M+84	6TH OSUT BDE
TNG GP	W7U5AA	M+1	M+5	M+7	M+14	136TH BDE
1/391	WVYFAA	M+1	M+19	M+21	M+28	136TH/1ST BDE
2/391	WVYEAA	M+1	M+19	M+21	M+28	136TH BDE
3/391	WVYKAA	M+1	M+47	M+49	M+56	1ST EN BDE

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Engineer Training Site

1. On 27 June 1989 a Memorandum of Agreement was signed between the Commander 98th Division (Training) and the Commander, Seneca Army Depot. This agreement provided for the establishment of an Engineer Training Site at Seneca Army Depot.

2. The Engineer Training Site will contain seven stations. These are:

- a. Obstacles
- b. Mine Warfare
- c. Wire Entanglements
- d. Wheel/Track Vehicle Training
- e. Rigging
- f. Field Fortifications
- g. Bridge Site

These stations are designed for squad or platoon size exercises. Each, except the vehicle training station, will contain the material needed to accomplish training i.e. wire, sand bags, tools, etc. Each will have a preprinted card containing the Tasks, Conditions, and Standards for training at that station.

3. The 464th Engineer Battalion has started construction of the Site and needed materials are either being marshalled at the Site or on order. The Site is scheduled to be completed, with the possible exception of the Bridge Station, by 30 SEP 92. However some stations will be available for use prior to the above date. This headquarters will provide periodic updates on the status of the Engineer Training Site.

4. POC this headquarters is CPT Regnier, (716) 338-7400, ext 371.

12 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: G3 Training Initiatives

1. The following is a list of current or future training initiatives developed by the G3 office:

a. Train - Up: TY 90 will mark the third year of this highly successful program. Training Battalions which are selected by their MSC's for this program are taken off the trail and will conduct their annual training with an active component engineer battalion. The goal of this program is two fold. First, hands on, practical experience. As part of an active component battalion, drill sergeants will act as squad leaders and platoon sergeants thus gaining valuable experience in troop leading procedures and engineer skills in the field. Second, professional education. This year off the trail is an excellent opportunity to send soldiers to military education and MOS awarding schools.

b. Training Management SOP: The G3 Collective Training Division is in the process of rewriting the 98th Division's Training Management SOP. The goal is to produce a sole source document which will cover all training management actions that occur at battalion and company level.

c. Operation Mutual Support: This is an ongoing program designed to initiate, expand and formalize training affiliations between training units and combat support/service support units within the division as well as with the 77th AROOM, NY Army National Guard and sister services. For more information see this headquarters memorandum dated 29 September 1988, subject: Operation "Mutual Support."

d. Front Line Leader Time: This program was established to provide a planned period on the training schedule for soldier review and problem solving. It is time dedicated for the use of the first line leaders in managing/resolving the needs of assigned soldiers. For more information see this headquarters memorandum dated 18 October 1988, subject: Front Line Leader Time.

e. NBC Book: The NBC Branch of the Collective Training Division has developed an NBC Book which will be fielded at this seminar. This book contains the newly revised 98th Division (Training) NBC SOP, procedures for requesting equipment support from TESS warehouse and TASC at Fort. Drum, a list of required publications and forms, sample lesson plans, and more. The book is designed as a sole source document to assist units in planning better NBC training.

AKFA-GCD-GC

SUBJECT: G3 Training Initiatives

2. POC this headquarters is CPT Eyre, (716) 338-7400, ext 370.

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Results of "Material Condition Check"

1. The 98th Division achieved a fully mission capable (FMC) rate of 93% for reportable equipment for the reporting period ending 15 June 1989. In keeping with the Commanding General's goal of 90% FMC by the 2d reporting period of FY 1990, this is outstanding. All units are to be commended for their efforts in helping the division reach a 90% FMC rate three quarters ahead of schedule.

2. As you know, "Goal 90" has four major participants:

- a. ACoFS, G4.
- b. Area Maintenance Support Activities (AMSA).
- c. Support Maintenance Activity (SMA), Ft. Drum.
- d. Units.

3. The "Material Condition Check" was instituted to check the effectiveness of operator maintenance at unit level. Each AMSA did an operator level preventive maintenance check and service (PMCS) on reportable equipment located at their respective supported units. The results are summarized on enclosure 1.

4. The results of the "Material Condition Check" suggest that units are not properly conducting operator maintenance. This conclusion results from the number of deadlining deficiencies listed on the equipment inspection and maintenance worksheets (DA forms 2404).

5. The only deficiencies that can deadline a piece of equipment are found in the operator PMCS checklist in the -10 level Technical Manual for the item. Only the person performing the operator checks can deadline an item of equipment. Therefore, if equipment has unidentified deadlining deficiencies, the operator maintenance has not been performed to standard.

AFKA-GCD-GDM

SUBJECT: Results of 'Material Condition Check'

6. The key to proper performance of PMCS is supervision. Most units do schedule and conduct PMCS and must ensure that proper supervision is provided. First level supervisors must train operators in proper PMCS procedures and personally supervise to ensure it is done correctly. Leaders, at all levels of command, must follow through and check to see that this is done. Some unit commanders hold their organizational maintenance sections accountable to do operator checks and services. Only after deadlining deficiencies are identified by the operator can organizational maintenance take action to repair them. Enclosure 1 also shows how well our organizational maintenance sections can do once deficiencies are identified at the operator level.

7. The FMC rate for the period ending 15 September 1989 dropped to 89%. This is not bad following annual training. However, a review of the results of the 'Material Condition Check' makes it obvious that commanders must continue to emphasize operator maintenance. With this continuing emphasis, we will come back to 90% FMC and will continue to meet the Commanding General's goal and to meet the Army standard for material readiness for mobilization.

8. POCs this office:

- a. MAJ Neuman (Tuesday evening): (716) 338-7400, extension 361.
- b. CW3 Caldwell, Maintenance Technician: extension 361.
- c. Mr. Glinsky, Supervisory Equipment Specialist: extension 244.

AFKA-GCD-GDM

3 November 1989

SUBJECT: Results of "Material Condition Check"

1989 MATERIAL CONDITION CHECK RESULTS

<u>TYPE</u>	<u>ITEMS CHECKED</u>	<u>ITEMS DEADLINED</u>	<u>FIXED BY 15 SEP 89</u>
TRUCKS	374	291	242
TRAILERS	22	6	6
TRACK VEHICLES	9	2	2
COMMUNICATIONS	41	6	4
ENGINEER EQUIP	56	18	7
GENERATORS	104	35	27
OTHER	<u>11</u>	<u>5</u>	<u>0</u>
TOTAL	617	363	288

ENCLOSURE 1

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Mobilization Logistics

1. The primary role of the US Army Reserves is to prepare for the event of mobilization. The key to preparation is the unit commander and the emphasis he places on it. Mobilization planning should not be a burden, in fact it should be incorporated into the daily routine duties and reports. The majority of the mobilization process relies solely on logistics, from troop feeding to POL consumption, to Bus requests. The following is a brief list of an effective way to organize the logistics requirements of mobilization:

a. A good unit Mob file will consist of (at a minimum):

- (1) A commander's reference binder.
- (2) An alert and assembly plan.
 - (a) Logistics requirements to support unit at Home Station.
 - (b) ECS, AMSA, and TESS, recovery plans (as appropriate).
 - (c) Center Closure Plans.
- (3) Movement plans to include logistics requirements for:
 - (a) Recovery plans (ECS and TESS).
 - (b) HS to MS moves for advance parties, main bodies, trail parties, and Rear detachments.
 - (c) Airload SOPs (as appropriate).
 - (d) Convoy Requirements (as appropriate).
- (4) Advance Party Packet to include:
 - (a) Positions of Advance Party members.
 - (b) Advance Party Instructions.
 - (c) MOB Station Plan.

3 November 1989

SUBJECT: Mobilization Logistics

(d) Requirements as outlined in Annex J to FORMDEPS Vol III Part 3 RCUCH.

(e) Log portion of Unit PTSR.

(f) AUEL.

(g) Logistics requirements to support Unit Training outline.

(h) Deployment Planning guidance (as appropriate).

(i) Other requirements as directed.

b. Recurring Mobilization Data Reports (some).

(1) AUEL (Annual due 1 Dec and Upon Mobilization).

(2) PTSR (Annual due 30 Oct) and upon Mob.

(3) Movement Plan and Test of Equipment Load Plans (every even year REVIEW/UPDATE).

(4) Division MOB Plan (every odd year REVIEW/UPDATE).

(5) UMR (monthly and upon mobilization).

(6) USR (semiannually and upon mobilization).

(7) Equipment shortages (continuous and to include Class II and IV - put in advance party packet).

(8) MOB station visit (every 2 years).

(9) Verification of Unit load plans (every 2 years).

(10) Vehicle licensed driver listing w/assigned vehicle (continuous).

(11) Other requirements as directed.

AFKA-GCD-GDP

3 November 1989

SUBJECT: Mobilization Logistics

2. REFERENCES:

- a. FORMDEPS Vol III, Part 3, RC Units Commander's Handbook (ROUCH), dated 31 Dec 1987.
- b. FORSCOM Regulations 55-1, unit Movement Planning, dated 1 May 1989.
- c. FORSCOM Regulation 55-2, Unit Movement Data Reporting and Systems Administration, dated 1 November 1988.
- d. 98th Div MOB Plan (current).

3. The 98th Division (Training) point of contact for Mobilization Logistics issues is CPT Hauler, Assistant G-4, Plans and Operations, at (716) 338-7400, extension 239.

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Property Accountability Improvement Program

1. FY 89 Visits Conducted:

<u>UNIT</u>	<u>DATE</u>
479th Eng Bn	7-9 Jun 89
300th Ord Bn	5-6 Aug 89
409th PSC	16-17 Aug 89

2. Areas of Concern:

- a. SPBS hand receipts must reflect current on-hand quantities.
- b. Items of equipment should be sub-handreceipted to lowest level.
- c. Sizes of items on hand must agree with SPBS hand receipts.
- d. Logistics publications must be current and on hand or on requisition.
- e. Units must comply with 98th Division SPBS SOP.
- f. Cyclical and change of command inventories must be conducted properly.
- g. Units must comply with 1st Army and 98th Division OCIE storage policy.
- h. Components of sets, kits, and outfits must be on valid requisition.
- i. Proper attention must be given to detail when posting supply transactions.

3. POC this office is Mr. Sgro, (716) 338-7400, extension 240.

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Property Accountability

1. OCIE LOSSES (UNSAT'S & INVENTORIES):

(THOUSANDS \$)

4/88	1/89	2/89	3/89
26.8	13.5	20.2	10.0

DUE TO OCIE STORAGE POLICY IMPLEMENTED 1 JUN 88, OCIE LOSSES INVOLVING UNSAT PARTICIPANTS HAVE BEEN GREATLY REDUCED.

2. REPORT OF SURVEY PROCESSING TIME:

(MONTHS)

4/88	1/89	2/89	3/89
9.3	9.8	8.4	8.5

FIRST ARMY STANDARD IS 8.0 MONTHS

DUE TO THE 98TH DIV (TNG) REPORT OF SURVEY COURSES, PROCESSING TIMES HAVE REMAINED AT MINIMUM CONFIRMING THE BETTER QUALITY OF INVESTIGATIONS AND ADMINISTRATIVE PREPARATION.

3. POC this office is SSG Feor (716) 338-7400, extension 361 or Mr. Scalzo, extension 241.

AFKA-GCD-GDS

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Reports of Survey (ROS) Areas of Concern

- * INITIATE ROS ON-TIME TO DIVISION (Date of Loss + Date of Preparation = 150 Days)
- * ATTACH HAND RECEIPTS FROM CHANGE OF COMMAND INVENTORIES
- * PROCESS UNSAT PARTICIPANTS BEFORE THEIR 9TH "U" (This means talking to your PAC Section)
- * ENSURE THAT STATEMENTS FROM KEY WITNESSES ARE INCLUDED
- * APPOINTING AUTHORITIES MUST PERFORM BETTER ADMINISTRATIVE CHECKS BEFORE FORWARDING ROS TO THE APPOINTING AUTHORITY
- * POC THIS OFFICE IS SSG FEOR, (716) 338-7400, extension 361.

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FY89 Supply Schools

1. SURVEYING OFFICER'S CLASS : 6 CLASSES — 162 ATTENDEES
2. ORGANIZATIONAL SUPPLY MANAGEMENT SYSTEM LEVEL III:
7 CLASSES — 239 ATTENDEES
3. THE ATTENDEES REPRESENTED ALL MAJOR SUBORDINATE COMMANDS.
4. POC this office is Mr. Sgro, (716) 338-7400, extension 240.

3 November 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Heavy Expanded Mobility Tactical Truck (HEMIT)

1.	UNIT	LIN:	T39586	T87243	T63093
		MODEL:	M895	M978	M984
			CARGO	TANKER	WRECKER
	HHC, 464TH			4	1
	CO A		2		
	CO B		2		
	CO C		2		
	CO D		2		
	HHC, 479TH			4	1
	CO A		2		
	CO B		2		
	CO C		2		
	CO D		2		

NOTE: ON HAND TOTALS FOR CARGOS AND TANKERS RECEIVED FOR 464/479 UNITS EXCEED CURRENT MTOE AUTHORIZATIONS. THE FIELDING OF THESE VEHICLES IS AGAINST FUTURE MTOE AUTHORIZATIONS.

2. GENERAL CHARACTERISTICS:

All models possess cross country mobility, sufficient to permit deployment at rated payload over various terrain ranging from firm ground to soft soil, sand, mud and snow.

300 Mile Range
Climb 60% Slope
445 HP Diesel Engine
48" Fording Capability
Traverse 30% Side Slope
4 Speed Automatic Transmission
Capable of 55 MPH at rated payload
53" Diameter Tube Type Radial Tires

3. POC this office is Mr. Sgro, (716) 338-7400, extension 240.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Unit Commander's Pay Management Report

1. The Unit Commander's Pay Management Report (HAR-79A) with a Division summary called a Command Pay Management Report (HAR-79B) are monthly reports produced by the US Army Finance and Accounting Center (USAFAC) at Fort Benjamin Harrison, IN. The report is based on data in the Joint Uniform Military Pay System - Reserve Components (JUMPS-RC). The HAR-79A report is sent directly to the unit with the monthly Leave and Earning Statement (LES) and the summary HAR-79B report is sent to the MUSARC.

2. The HAR-79A report identifies suspected or potential problem areas with a unit's pay administration. The purpose of the report is to advise Unit Commanders that corrective action may be necessary in particular pay accounts. The HAR-79A gives the Unit Commander a quick "snap shot" of their unit concerning Reserve pay. The report provides information concerning his soldiers by name such as: Assigned Personnel; Number of Drills, ATA's, and RMA's paid both by current month and year to date; ETS; Debt Information; Bonus Data; and Command Actions (formerly Command Action Report). The Report is divided into six sections:

- Section 1 - Status Data
- Section 2 - Drill Performance Data
- Section 3 - Bonus Payment Data
- Section 4 - Reenlistment Data
- Section 5 - Collections Data
- Section 6 - Command Actions

A detail description of each section was sent to each MSC Commander by ACofS, RM Memorandum dated 23 May 1989 and was also included in the Resource Management School Course Booklet dated 26-27 August 1989.

3. The Division summary HAR-79B report is divided into five sections:

- Section 1 - Command Pay File Totals
- Section 2 - Drill Performance Data
- Section 3 - Past Due Bonus Payments
- Section 4 - Collections Data
- Section 5 - Command Action Report Summary

The Command Pay File Totals show the number of Officers, Warrant Officers, Enlisted Soldiers, and the total number of soldiers assigned. The other sections are the same as the HAR-79A report; however, the HAR-79B report information is totaled by unit and does

AFKA-GCD-RM

SUBJECT: Unit Commander's Pay Management Report

not reflect soldiers names. To assist each commander, the ACofS, RM-Finance has compiled the HAR-79B report by unit, summarized by battalion, and totaled by MSC. This report is sent to each MSC for further distribution as appropriate.

4. The Unit Commander's Pay Management Report (HAR-79A) and the summary Command Pay Management Report (HAR-79B) are management oriented reports and can be used as a tool to help commanders to effectively identify and correct pay problems.

5. Point of contact is Major Gale Chartier, Division Finance Officer, (716) 338-7400 extension 248.

11 October 1989

MEMORANDUM FOR 1989 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR

Subject: Program Budget Advisory Committee (PBAC) Requirements

1. PBAC's are required at Division Headquarters, Brigade/Group and USARF School levels within the 98th Division. PBAC's are desirable, but not required, at battalion level.

2. The Program Budget Advisory Committee (PBAC) is the primary financial management advisor to the Commander. It advises on all major fiscal management matters regarding mission accomplishments. In considering all aspects of internal command management, the committee insures that the requirements of each staff area of responsibility and each subordinate command/activity are coordinated. The PBAC makes recommendations to the commander and integrates his guidance/budget information.

3. Composition of the PBAC:

a. Voting members at the Division include the Chief of Staff (Chairman), ACofS G-1, ACofS G-3, ACofS G-4, ACofS IM, the Strength Management Officer, and the ACofS, RM (Presenter).

b. Non voting advisors include the Command Supervisory Staff Administrator, Senior Advisor, RM Budget Officer, ACofS, G-2, Deputy Chief Of Staff, and the Inspector General.

c. At MSC Level it is recommended that, as a minimum, the unit Executive Officer, S-1, S-3, and S-4 are included. Actual membership is the prerogative of the Commander, but the principal staff officers that match the division staff officers should be included.

4. Functions of the PBAC:

a. Present to the commander a coordinated OMAR and RPA Command Operating Budget Estimate.

b. Develop a coordinated plan for the balanced utilization of resources to the command.

c. Applies judgment and determination of the staff concerning major recurring and one-time actions effecting resources allocated to the command.

d. Disseminate program and budget guidance, received from higher headquarters, to subordinate units.

AFKA-GCD-RM

Subject: Program Budget Advisory Committee (PBAC) Requirements

e. Review budget submission from subordination units for economy of operation, need and justification, and assure appropriate balance among subordinate units.

f. Recommends units and makes allocation and distribution of resources as required.

g. Determine funding priorities of subordinate units based upon mobilization/deployment and readiness posture.

h. Monitor budget execution for MSC and program changes.

5. The PBAC should meet at a minimum of quarterly, and more frequently if the situation warrants. Meeting decisions must be documented and presented to the unit commander for his approval.

6. Point of Contact, Major William D. Peeck, Deputy ACofS, RM, (716) 338-7400, extension 247.

11 October 1989

MEMORANDUM FOR 98th Division (TNG) Commander's Seminar Attendees

SUBJECT: TDY Travel Controls

1. The Inspector General of the Army and the Army Vice Chief of Staff have recently directed increased command involvement in the approval of official travel, followed by supervisory review of travel claims. In keeping with this directive, the 98th Division (TNG) fielded the TRAVEL REQUESTING/APPROVAL CHECKLIST FOR DD FORM 1610 and the REVIEW OF TRAVEL VOUCHERS DD 1351-2 checklist. All requesting Officials/Travel Approving Authorities must use these two checklists as well as AR 310-10, para 2-12, as guidelines when reviewing DD Forms 1610 and DD Forms 1351-2.

2. According to FORSCOM guidance "Except under unusual circumstances...the requesting official will not sign as the approving official nor will the requesting official or approving official sign as the order authorizing official." AR 310-10 is further quoted "Requesting official...is normally the traveler's supervisor or a person who has full knowledge of the purpose and requirement of the travel. ...Approving official...is normally the person at the next highest level in the chain of command to the requesting official and shares the same responsibilities as the requesting official."

3. Each Major Subordinate Command should review their lists of travel approving authorities/travel requesting authorities to insure that paragraph 2 (above) is complied with. Return any changes to the Resource Management Office. DD Forms 1610 or DD Forms 1351-2 which are not signed by designated officials will be returned without payment.

4. When forwarding DD Forms 1610 to Resource Management Office for costing, they should be transmitted on a transmittal letter. The TL used for transmitting FORSCOM Forms 1058-R may be used or a form similar to 98th Form 40-R.

5. Commanders' careful monitoring of the above guidelines is essential to insure proper use of our limited TDY funds.

6. Point of contact, CPT Myrna Trull McDonald, Division Budget Officer, (716) 338-7400, extension 368.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: Status of OMAR and RPA Funds

1. The following statistics represent the status of OMAR funds for the 98th Division in Fiscal years 1988 through 1990:

	FY 88 Actual	FY 89 Actual	FY 90 Target
Civilian Pay	7345.4	7513.3	7486.0
Travel	663.4	678.6	649.3
Supplies & Equip	2411.1	1582.4	1138.7
Contracts & Other	226.9	269.6	389.0
IM Contracts/S&E	323.6	224.8	240.0
Retention	65.7	85.8	75.0
DCP	445.3	465.4	473.0
ACES	0.0	20.7	75.0
TOTAL	11481.5	10840.6	10526.0

2. The following statistics represents the status of RPA funds for the 98th Division in fiscal years 1988 through 1990:

	FY 88 Actual	FY 89 Actual	FY 90 Target
Annual TNG	6248.4	6155.4	6369.0
Schools (ADT)	1490.4	1303.3	1641.0
Specials TNG (ADSW)	2895.7	2078.6	1728.0
Total	10634.5	9537.3	9738.0

3. Point of Contact CPT Myrna Trull McDonald, Division Budget Officer, 716-338-7400, extension 368.

11 October 1989

MEMORANDUM FOR 1989 98th DIVISION (TRAINING) COMMANDER'S SEMINAR

SUBJECT: FY 90 Internal Control Program

1. The Resource Management Office will field the following Internal Control Program in FY 90 to ensure program compliance and reduce duplication of efforts for subordinate units.

a. The FY 90 checklists will be reviewed by the Resource Management Office and distributed to appropriate staff sections no later than 5 Oct 89.

b. Each division staff section will determine the appropriate level of command to distribute the ICS checklists and include ICS compliance of their respective checklists in their Command Inspection Program (CIP).

c. The Resource Management Office will include the following items in their Command Inspection Program:

(1) Each division staff section's ICS checklist must be reviewed for compliance and signed by the inspecting officer.

(2) Any Material Deficiencies, will be reported up the chain of command .

d. Documentation for items c(1) and c(2) will become part of the command inspection results which are coordinated by the IG. These result will be consolidated on or about 1 June 90 for the Annual Assurance Statement which is forward to First Army.

2. Each division staff will be required to individually collect ICS compliance information on units not covered in a CIP during the period 1 Nov 89 to 30 May 90. The Resource Management Office will contact the division staff during the month of May 90 for ICS compliance information on units which were not covered in the CIP.

3. POC, this headquarters, Ms. Sc B. Mc Kinney, ICPM, (Monday-Friday) or CPT Donna S. Holbrook, (Tuesday evenings), 338-7400, extension 249.

28 September 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar

SUBJECT: 98th Division Cryptofacility Inspection Program

1. AR 380-40 (C) requires that each cryptofacility be inspected by higher headquarters annually. In order to comply with this provision, and to insure the proper management of each active COMSEC account, the 98th Division Cryptofacility Inspection Program has been established.

2. The following list details which unit will inspect each COMSEC account:

98th Div will inspect

- 359th Sig Bde (5T1923) - 464th Engr Bn (5T1928)
- 479th Engr Bn (5T1929)

359th Sig Bde will inspect

- 300th Ord Bn (5T1930)
- 332d Ord Co (5T1941)

464th Engr Bn will inspect

- 413th S&S Bn (5T1928-005) - 1018th S&S Co (5T1928-006)

300th Ord Bn will inspect

- 277th QM Co (5T1920-001)

332d Ord Co will inspect

- 309th Ord Co (5T1941-001)
- 962d Ord Co (5T1941-002)

3. By regulation, inspectors must have completed the two week standardized COMSEC course. Since each inspecting unit also holds a COMSEC account, that unit can use its school-trained COMSEC custodian to perform the annual inspection of subordinate units, minimizing the number of COMSEC trained personnel required in the division.

4. POC for above program is CPT Mark Dowley or MSG Benedict at (716) 338-7400, extension 227.

AFKA-GCD-IM

3 October 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar

SUBJECT: Center Level Application System (CLAS)/FOCUS Upgrade

1. Since its initial fielding in November of 1988, CLAS has been in a constant state of review and scrutiny by FORSCOM and FIRST ARMY as well as the units of the 98th Division.
2. Many of the problems that were identified shortly after the fielding have been corrected and will be provided to the units of the 98th Division with the release of version 4.0 of CLAS.
3. Among the features of this new release are the addition of more than 100 SIDPERS data elements, a complete PQR, a field to identify PT test status, a 216R (RCSTRIPES), Privacy Act Statements where required, and much more.
4. This version has been tested and reviewed and is expected to be approved and released by the FORSCOM Configuration Control Board by 15 October 89.
5. Our units will also be provided with version 4.0 of the Focus software that runs CLAS. The main feature of this upgrade will be that the user will no longer be required to have an activator disk to access the Focus program or CLAS.
6. Fielding of both upgrades is expected to commence within the 98th Division in the mid November time frame.
7. Points of contact are CPT Donna Ragona, SFC James McMasters, and SSG Robert Davies, (716) 338-7400 extensions 228/268.

26 September 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar

SUBJECT: Information Resource Management (IRM) Plan

1. The Management/Logistics Division of the Information Management Office is responsible for managing the Information Resource Management Plan (previously known as the Template Plan), consolidating the (IRM) into the 98th Division Information Management Plan (IMP) and submitting it to First U.S. Army.

2. The Management/Logistics Division is responsible for verifying all requisitions for IM equipment for USAR Centers against the IRM program. The Information Resource Management Plan for USAR Centers is processed as follows:

a. Nov - Dec mailed to all Center/AMSAs

b. January: USAR Center Commanders will coordinate with all tenant units/AMSAs to identify requirements for five (5) Program years of the next IRMP cycle

c. 1 February: The IRMP is due at HQs, 98th Div, ATTN:
AFKA-GCD-IMM

3. The Management/Logistics Division will consolidate the IRMP and develop the 98th Division (Tng) Information Management Plan (IMP) for submission to First U.S. Army for approval during the month of April.

4. The approved IMP is received during the fourth quarter. The Mgmt/Log Division will review the approved IMP and notify the appropriate Center Commanders of the approved initiatives. If funding is available, Center/Unit Commanders will forward their Capability Requests (CAPR), with a DA Form 3953 attached, through this office, ATTN: AFKA-GCD-IMM, to First US Army, ATTN: AFKA-IM-RCMP for processing.

5. POC at this headquarters is Mr. Leonard Benedict, commercial 716-338-7400, extension 227.

28 September 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar

SUBJECT: FY 1990 Official Mail Cost Control Program, "Pay-As-You-Go"

1. It is paramount that all Centers/AMSAs within the 98th Division (Training) effectively manage their allocations for FY 90. We must do this because FY 90 postal funds are fixed and there will be no additional monies available to cover shortages.

2. In the fourth quarter FY 89, we converted our postal meters to commercial meters. In FY 90, the 98th Division (Training) will receive its own budget, through Fort Drum, for the Official Mail Cost Control Program. What this necessarily means is that we, at Division level, will have only a given amount of funds to assign to each Center/AMSA for this year. There must be strict accountability for the money spent, and the use of postal dollars. This includes the mailing of routine correspondence, as well as "U" letters. Centers/AMSAs should not withhold the mailing of correspondence just because they are running short of funds. What should happen is to gain an understanding of why funds ARE running short, and identify those occurrences to the 98th Official Mail Control Officer (OMCO). In this way we can effectively re-allocate the fixed funds we have to accomplish each unit's mission.

3. This forces all Center/AMSA Commanders, Center/AMSA Primary and Alternate OMCOs, and ALL mail preparers to be knowledgeable of the principles of reasonable mailing practices. What reasonable mailing practices does not include, for example, is the mailing of everyone's LES, or the next drill's training schedule. Planning for known postal requirements and prudent utilization of resources will enable the 98th Division (Tng) to maintain postal operations at each facility throughout FY 90.

4. POC is SFC Alan Burke, commercial 716-338-7400, extension 300.

29 September 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar

SUBJECT: PC Training conducted at Headquarters 98th Division

1. The Assistant Chief of Staff for Information Management has completed another successful year of PC Training, providing the 98th Division personnel with 390 training seats in word processing, electronic spreadsheets, database and Disk Operating System (DOS). Since the PC's were fielded in FY 87 a total of 853 personnel have been professionally trained in office automation.
2. The FY 89 PC Training was set up to train the trainer's, giving personnel the necessary skills and material to emulate the professional training in their office.
3. The Assistant Chief of Staff for Information Management will continue to provide support for the Division but it will no longer be given at the Wadsworth Center in Rochester. FY 90 training will be coordinated through local trainers in your area. Coordination and approval must be made through the Office of Information Management.
4. POC at this headquarters is CPT Donna Ragona at (716) 338-7400 ext 228.

TITLE OF CLASSES OFFERED		SEATS																	
		USED	1ST BDE 2D BDE	3RD BDE	4TH BDE	1151ST	1157TH	1159TH	STAFF	TNG GP	1240TH	350TH	ECS	ANSA2	ANSA5	ANSA7	ANSA8	ANSA9	
PC Literacy	1	3\0	3\2	3\1	3\3	1\1	1\0	1\1	3\14	2\1	2\1	2\1	1\1	1\0	1\0	1\1	1\0	1\2	
	0	3\1	3\1	3\1	3\0	1\1	1\0	1\1	3\15	2\3	2\2	2\2	1\1	1\0	1\0	1\1	1\0	1\1	
Hard Disk Management	3	1\0	1\1	1\1	1\0	1\0	1\0	1\0	4\9	1\1	1\1	1\0	1\1	1\0	1\0	1\1	1\0	1\2	
	2	1\0	1\2	1\1	1\2	1\1	1\0	1\0	2\7	1\1	2\1	2\1	1\1	1\0	1\0	1\1	1\0	1\0	
LOTUS (Spreadsheet)	2	1\0	1\1	1\0	1\1	1\0	1\0	1\1	4\8	1\3	1\1	1\1	1\1	1\0	1\0	1\1	1\0	1\0	
	3	2\0	2\2	2\2	2\3	1\1	1\0	1\0	4\11	3\1	3\2	3\3	1\1	1\0	1\0	1\1	1\0	1\0	
Lotus(dBase/Graphic)	5	2\0	2\1	2\1	2\2	1\1	1\0	1\0	5\11	3\2	3\2	2\2	1\1	1\0	1\0	1\1	1\0	1\1	
	0	2\0	2\1	2\0	2\3	1\1	1\0	1\1	1\7	1\0	1\2	1\1	1\1	1\0	1\0	1\1	1\0	1\2	
Lotus 123 (Adv SS)	2	2\1	2\0	2\2	2\2	1\1	1\0	1\1	1\10	2\2	2\4	2\0	2\1	2\0	2\0	2\1	2\0	2\3	
	1	2\1	2\1	2\2	2\3	1\1	1\0	1\2	1\6	2\4	2\2	2\2	2\1	2\0	2\0	2\1	2\0	2\3	
Lotus (Adv Macro's)	5	2\1	2\2	2\3	2\1	1\1	1\0	1\0	1\12	2\1	2\2	2\0	2\1	2\0	2\0	2\1	2\0	2\0	
	0	1\0	1\0	1\1	1\0	1\1	1\0	1\0	4\11	1\1	1\1	1\1	1\1	1\0	1\0	1\1	1\0	1\2	
Enable (Orientation)	1	1\0	1\0	1\1	1\1	1\1	1\0	1\0	4\9	1\0	1\1	1\1	1\1	1\0	1\0	1\1	1\0	1\3	
	0	1\0	1\0	1\0	1\2	1\1	1\0	0\0	1\4	1\0	1\1	1\1	1\2	0\0	0\0	0\0	0\0	0\0	
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	0	1\0	1\1	1\2	1\0	1\1	1\0	1\1	4\11	1\0	1\0	1\0	1\1	1\1	1\0	1\1	1\0	1\2	
Enable (Spreadsheet)	2	2\0	2\2	2\2	2\0	1\1	1\0	1\1	2\19	2\0	2\0	2\1	2\1	1\0	2\0	2\0	2\0	2\1	
	2	2\0	2\2	2\2	2\0	1\1	1\0	1\1	2\19	2\0	2\0	2\1	2\1	1\0	2\0	2\0	2\0	2\1	
Enable (dBase)	0	1\0	1\0	1\1	1\1	1\1	1\0	1\0	4\11	1\1	1\1	1\1	1\1	1\0	1\0	1\1	1\0	1\2	
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dBASE III Plus	0	1\0	1\0	1\0	1\2	1\1	1\0	0\0	1\4	1\0	1\1	1\1	1\2	0\0	0\0	0\0	0\0	0\0	
	0	1\0	1\1	1\2	1\0	1\1	1\0	1\1	4\11	1\0	1\0	1\0	1\1	1\1	1\0	1\1	1\0	1\2	
Advanced dBASE III	2	2\0	2\2	2\2	2\0	1\1	1\0	1\1	2\19	2\0	2\0	2\1	2\1	1\0	2\0	2\0	2\0	2\1	
	2	2\0	2\2	2\2	2\0	1\1	1\0	1\1	2\19	2\0	2\0	2\1	2\1	1\0	2\0	2\0	2\0	2\1	
dBASE Programming	27	27\4	27\17	27\20	27\23	16\14	16\9	15\9	44\164	26\26	27\23	26\19	19\15	18\9	19\9	19\14	19\9	19\22	
	TOTAL SEATS																		

FIRST COLUMN IS THE PC TRAINING OFFERED, COLUMN TWO REPRESENTS THE NUMBER OF TRAINING SEATS NOT FILLED DUE TO NO SHOWS FOR THE PC TRAINING CLASS. THE NEXT COLUMNS REPRESENT THE NUMBER OF TRAINING SEATS ALLOCATED FOR THAT MSC/ACTIVITY THEN THE NUMBER OF SEATS ACTUALLY USED, THEY ARE SEPARATED BY A BACK SLASH (\).

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28 September 1989

MEMORANDUM FOR 1989 98th Division (Training) Commander's Seminar
SUBJECT: Reduction of Administrative Workload (RAW)

1. REFERENCES.

- a. AR 335-15, 28 Oct 86, Management Information Control System.
- b. 1A REG 335-15, 31 Mar 89, Management Information Control System.
- c. Memorandum, HQ 1A, AFKA-PR, 20 Mar 89, subject: Company Level Workload Reduction.
- d. 98th Div (Tng) CIR 335-89-1, 20 Sep 89, List of Information Requirements.

2. The 98th Division (Tng) conducted workshops on 30-31 March 1989 and 9 June 1989 to identify reports and procedures that could be eliminated in an attempt to reduce the administrative workload at the company level. The results of these workshops are:

- . 13 Reports were eliminated
- . 3 Reports have been changed to reduce frequency
- . 8 Reports are pending final resolution for elimination
- . 6 98th Div (Tng) Forms were eliminated
- . 11 98th Div (Tng) Forms pending final resolution for elimination
- . 37 98th Div (Tng) Policies Being Reviewed

3. Effective 1 July 1989 all requests for information from two or more subordinate commands must be approved by the 98th Div (Tng) Management Information Control Officer (MICO). A 98th Div (Tng) Report Control System (RCS) number will be assigned to each requirement. Without an approved RCS number, subordinate units have no obligation to respond to requests for information. Exempt information requirements, by regulation, are requirements that must be used in day to day operational activities. Chapter 5, AR 335-15 further clarifies exempt information requirements.

4. The 98th Div (Tng) goal is to collect the minimum information required to ensure that its units and personnel meet mobilization objectives in peacetime and war. This goal can be achieved and maintained only through command emphasis and support at all levels, to include company level.

AFKA-GCD-IM

SUBJECT: Reduction of Administrative Workload (RAW)

5. POC is Mr. Samuel C. Falzone or SFC Alan Burke, (716)
338-7400, extension 333 or 300.

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6 121,000

29 October 1989

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR - 1989

SUBJECT: OMAR BASOPS Projects

The following is a list of significant maintenance, repair, and new work projects which were completed in FY-89. Some of these projects were executed with FY-89 funds, but several were contracted with FY-88 funds and completed this year.

LOCATION	PROJECT	FUNDS	EST COST (\$000)
AMHERST	BOILERS/ASBESTOS/NATL GAS	K	88.4
AMHERST	CONST 2400 SF STORAGE BLDG	L	114.0
BINGHAMTON	INSTALL HEAT PLANT	L	54.7
BINGHAMTON	REMOVE PIPING ASBESTOS	K	15.0
CANANDAIGUA	CONST WASH RACK/OIL SEP	MMCAR	63.0
CANTON	REPL CURB/REPAVE/SEWER	K	86.8
ELIZABETHTOWN	REPL POLE LGTS/INSTL GFIC	K	15.0
GLENS FALLS	REPL ROOF/RPR PARAPET	K	63.4
HORSEHEADS	REPL BLACKTOP/INSTL GATE	K	152.0
HORSEHEADS	REPL OMS FURNACE	K	20.0
LIVERPOOL	REPL GATE/REPR FENCE	K	15.0
LIVERPOOL	CONST 2400SF STORAGE BLDG	L	121.0
LIVERPOOL	HEAT & DIST SYSTEM	K	267.6
MASSENA	CONST 2 BAY OMS	MMCAR	394.0
MASSENA	CONST WASHRACK/OIL SEP	L	17.2
MATTYDALE	REMOVE UNDERGROUND TANKS	K	45.0
MATTYDALE	HEAT & DIST SYSTEM	K	294.5
NIAGARA FALLS	ASBESTOS ABATEMENT	K	39.9
NIAGARA FALLS	CONST WASH RACK/OIL SEP	MMCAR	63.2
OGDENSBURG	CONST WASH RACK/OIL SEP	MMCAR	24.8
PLATTSBURGH	REPL LGTS & INSTL GFIC	K	38.0
ROTTERDAM/AMSA 8	REPLACE BOILERS	K	54.8
ROTTERDAM/AMSA 8	CONST WASH RACK/OIL SEP	MMCAR	58.8
SCHENECTADY	REPLACE OMS ROOF	K	187.8
SCHENECTADY	CONST 2400SF BLDG	L	128.9
TONAWANDA	BOILERS/ABESTOS/NATL GAS	K	211.6
UTICA	CONST 2400SF BLDG	L	99.9
UTICA	REPR/REPL STAIRS & RAILS	K	15.1
WATERIOWN	CONST WASHRACK/OIL SEP	MMCAR	39.8
WATERIOWN	HEAT/ASBESTOS/NATL GAS	K	109.1
WATERIOWN	CONST 2400 SF BLDG	L	99.9
WATERIOWN	REPL OMS OH DOORS	K	24.0
VARIOUS USARCs	REMOVE UG STORAGE TANKS	K	56.4

29 October 1989

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR - 1989

SUBJECT: OMAR BASOPS Funds: FY 89 - 90

1. Identified by account category are the funds which were expended during FY-89 by the Directorate of Engineering and Housing, Ft Drum to support and maintain U.S. Army Reserve facilities. Also listed is the Command Budget Guidance for Engineering support in FY-90.

ACCOUNT	FY-89	FY-90
'J' Utilities & Fuels	1104.7	1098.0
'K' Maintenance & Repairs	1214.7	1974.0
Contracts	(259.8)	(882.0)
Civ Pay	(590.2)	(568.0)
Travel	(29.7)	(25.0)
Design Funds	(124.4)	(125.0)
Supplies	(145.9)	(160.0)
Ordering Officer Funds	(40.7)	(75.0)
Misc. PRs	(24.0)	(75.0)
Maint from 'M'		(32.0)
Equipment		(32.0)
'L' New Work (<\$200,000)	35.1	34.0
Civ Pay	(22.5)	(23.0)
Supplies	(12.6)	(11.0)
'M' Leases & Services	1372.4	1226.0
Civ Pay	(110.9)	(134.0)
Travel	(5.2)	(6.0)
Leases	(504.8)	(486.0)
Services (i.e. custodial)	(503.1)	(594.0)
Supplies	(8.5)	(6.0)
Alterations to Leases	(239.9)	
(Horseheads II & Newark)		
TOTAL	3726.9	4332.0

2. As anticipated, budget restraints in FY-89 impacted heavily on the ability to contract several maintenance, repair and new work projects. The FY-90 figures are as austere as last year's budget. Existing lease obligations alone are \$40,500 over the programmed account.

29 October 1989

MEMORANDUM FOR 98TH DIVISION (TRAINING) COMMANDER'S SEMINAR - 1989

SUBJECT: FY-90 QMAR BASOPS Projects

1. The following projects have been designed and forwarded to contracting for award.

LOCATION	DESCRIPTION	EST COST (\$000)
SCHENECTADY	REPLACE HEAT & DIST SYSTEM	400.0*
WAYLAND	REPLACE HEAT & DIST SYSTEM	54.5
AMSA #8	REPLACE HEAT & DIST SYSTEM	231.9
CANADAIGUA	REPLACE HEAT & DIST SYSTEM	28.4
BATAVIA	REPLACE ROOF	88.8
GERRY	REPLACE ROOF	142.8
	TOTAL	946.4
	YEAR END FUNDS FY-89	82.9
	FY-90 OBLIGATIONS	863.5

2. These projects were identified for award in FY-89, subject to the availability of year end funds. Funds were received to award the contracts to replace heat systems at Wayland and Canandaigua. Funds from the FY-90 budget have been obligated for the remaining projects identified above. These projects and other funds set aside for design, ordering officer purchases and other purchase requests, constitute the early obligation of 98% of Fort Drum's Command Operating Budget for maintenance and repairs at U.S. Army Reserve Centers.

3. The low bid for the Schenectady heat and distribution system was \$480,000. That bid substantially exceeded the Engineer Estimate of \$366,000 and the project was returned to Contracting for rebid during the 1st Quarter of FY-90.

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